



Category Competency Behavior Series Course Title

Type

Manager

Estimated
Duration
Hours

Video

Goal Attainment

Achieving Results

Addresses performance problems promptly
Establishes plans that break complex projects into their component parts, each with its own timeline
Pays attention to the quality and quantity of performance
Seeks and gives performance feedback to others
Sets challenging goals and demonstrates a strong sense of urgency and persistence about accomplishing them
Sets clear, well-defined desired outcomes for work activity and tracks progress
Strives to achieve goals
Tracks progress against goals

Performance Appraisal Essentials

Performance Appraisal Essentials: Planning for Appraisals

SkillSoft Course

✓

1

X

Performance Appraisal Essentials: Conducting Traditional Appraisals

SkillSoft Course

✓

1

X

Performance Appraisal Essentials: 360-degree Appraisals

SkillSoft Course

✓

1

X

Business Execution

Business Execution: Understanding the Fundamentals

SkillSoft Course

✓

1

Business Execution: Crafting a Business Strategy that Executes

SkillSoft Course

✓

1

Business Execution: Linking Strategy to People and Operations

SkillSoft Course

✓

1

Business Execution: Monitoring and Evaluating Initiatives

SkillSoft Course

✓

1

Fostering a Business Execution Culture

SkillSoft Business Impact Series

✓

0.1

Performance Dashboard or Scorecard?

SkillSoft Business Impact Series

✓

0.1

Optimizing Your Performance on a Team

Establishing Team Goals and Responsibilities

SkillSoft Course

✓

1

X

Elements of a Cohesive Team

SkillSoft Course

✓

1

X

Effective Team Communication

SkillSoft Course

✓

1

X

Using Feedback to Improve Team Performance

SkillSoft Course

✓

1

X

Power and Politics in Matrixed Teams

SkillSoft Challenge Series

0.25

Managing Problem Performance

Recognizing and Diagnosing Problem Performance

SkillSoft Course

✓

1

First Steps for Turning Around a Performance Problem

SkillSoft Course

✓

1

X

Using Progressive Discipline to Correct Problem Performance

SkillSoft Course

✓

1

X

Preventing Problem Performance

SkillSoft Course

✓

1

X

Underperforming Employee - Now What?

SkillSoft Business Impact Series

✓

0.1

Managing Performance

SkillSoft Challenge Series

✓

0.25

Effective Time Management

Setting and Managing Priorities

SkillSoft Challenge Series

✓

0.25

Prioritizing Personal and Professional Responsibilities

SkillSoft Business Impact Series

✓

0.1

Coping with Information Overload

SkillSoft Business Impact Series

0.1

Planning for Interruptions Helps with Procrastination

SkillSoft Business Impact Series

✓

0.1

Getting Time Under Control

SkillSoft Challenge Series

0.25



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Setting and Managing Organizational Priorities				
				Setting and Managing Priorities within the Organization: Mission and Goals	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Deciphering Priorities	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Motivation	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Communication	SkillSoft Course	✓	1	
				Performance Management				
				Planning for Performance	SkillSoft Course	✓	1	
				Monitoring and Improving Performance	SkillSoft Course	✓	1	
				Reviewing and Rewarding Performance	SkillSoft Course	✓	1	
				Personal Productivity Improvement				
				Personal Productivity Improvement: Managing Your Workspace	SkillSoft Course	✓	1	
				Personal Productivity: Self-organization and Overcoming Procrastination	SkillSoft Course	✓	1	
				Personal Productivity Improvement: Managing Tasks and Maximizing Productivity	SkillSoft Course	✓	1	
				Time Management				
				Time Management: Too Much to Do and Too Little Time	SkillSoft Course	✓	0.5	X
				Time Management: Quit Making Excuses and Make Time Instead	SkillSoft Course	✓	0.5	X
				Time Management: Ready, Set...FOCUS!	SkillSoft Course	✓	0.5	X
				The Dangers of Multitasking	SkillSoft Business Impact Series		0.2	
Planning								
				Anticipates and adjusts for difficulties				
				Assesses performance against goals				
				Determines the length and difficulty of tasks and projects				
				Establishes goals and objectives				
				Establishes schedules				
				Measures results				
				Organizes work into processes				
				Optimizing Your Work/Life Balance				
				Optimizing Your Work/Life Balance: Analyzing Your Life Balance	SkillSoft Course	✓	1	X
				Optimizing Your Work/Life Balance: Maintaining Your Life Balance	SkillSoft Course	✓	1	X
				Optimizing Your Work/Life Balance: Taking Control of Your Stress	SkillSoft Course	✓	1	
				Creating Work/Life Balance	SkillSoft Challenge Series	✓	0.25	
				Employee Exhaustion: Managing a Well-balanced Workload	SkillSoft Business Impact Series	✓	0.1	
				Managing Workplace Stress	SkillSoft Business Impact Series		0.1	
				Optimizing Your Performance on a Team				
				Establishing Team Goals and Responsibilities	SkillSoft Course	✓	1	X
				Elements of a Cohesive Team	SkillSoft Course	✓	1	X
				Effective Time Management				
				Setting and Managing Priorities	SkillSoft Challenge Series	✓	0.25	
				Prioritizing Personal and Professional Responsibilities	SkillSoft Business Impact Series	✓	0.1	
				Coping with Information Overload	SkillSoft Business Impact Series		0.1	
				Planning for Interruptions Helps with Procrastination	SkillSoft Business Impact Series	✓	0.1	
				Getting Time Under Control	SkillSoft Challenge Series		0.25	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Doing Business Professionally				
				Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	✓	1	X
				Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	✓	1	X
				Communicating with Professionalism and Etiquette	SkillSoft Course	✓	1	X
				Using Business Etiquette to Build Professional Relationships	SkillSoft Course	✓	1	X
				Getting Results without Direct Authority				
				Getting Results without Authority: Building Relationships and Credibility	SkillSoft Course	✓	1	X
				Getting Results without Direct Authority: Reciprocity	SkillSoft Course	✓	1	X
				Getting Results without Authority: Persuasive Communication	SkillSoft Course	✓	1	X
				Getting Results without Direct Authority: Influencing Your Boss	SkillSoft Course	✓	1	X
				Influencing Key Decision Makers	SkillSoft Business Impact Series	✓	0.1	
				Influence and Persuasion	SkillSoft Challenge Series	✓	0.25	
				Project Scope Management (PMBOK® Guide - Fifth Edition-aligned)				
				Project Requirements and Defining Scope (PMBOK® Guide Fifth Edition)	SkillSoft Course	✓	2	
				Creating the Work Breakdown Structure (PMBOK® Guide Fifth Edition)	SkillSoft Course	✓	1.5	
				Monitoring and Controlling Project Scope (PMBOK® Guide Fifth Edition)	SkillSoft Course	✓	1.5	
				Setting and Managing Organizational Priorities				
				Setting and Managing Priorities within the Organization: Mission and Goals	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Deciphering Priorities	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Motivation	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Communication	SkillSoft Course	✓	1	
				Performance Management				
				Planning for Performance	SkillSoft Course	✓	1	
				Monitoring and Improving Performance	SkillSoft Course	✓	1	
				Reviewing and Rewarding Performance	SkillSoft Course	✓	1	
				Business Planning Essentials				
				Business Planning Essentials: Preparing a Business Plan	SkillSoft Course	✓	1	
				Business Planning Essentials: Performing Key Analyses	SkillSoft Course	✓	1	
				Business Planning Essentials: Preparing for Implementation	SkillSoft Course	✓	1	
				Final Exam: Business Planning Essentials	SkillSoft Final Exams	✓	0.6	
				Time Management				
				Time Management: Too Much to Do and Too Little Time	SkillSoft Course	✓	0.5	X
				Time Management: Quit Making Excuses and Make Time Instead	SkillSoft Course	✓	0.5	X
				Time Management: Ready, Set...FOCUS!	SkillSoft Course	✓	0.5	X
				The Dangers of Multitasking	SkillSoft Business Impact Series		0.2	
Priority Setting								
				Eliminates obstacles				
				Focuses energy on critical tasks				
				Generates focus				
				Identifies primary goals over minor objectives				
				Identifies usefulness of tasks to completing a goal				



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				Optimizing Your Work/Life Balance				
				Optimizing Your Work/Life Balance: Analyzing Your Life Balance	SkillSoft Course	✓	1	X
				Optimizing Your Work/Life Balance: Maintaining Your Life Balance	SkillSoft Course	✓	1	X
				Optimizing Your Work/Life Balance: Taking Control of Your Stress	SkillSoft Course	✓	1	
				Creating Work/Life Balance	SkillSoft Challenge Series	✓	0.25	
				Employee Exhaustion: Managing a Well-balanced Workload	SkillSoft Business Impact Series	✓	0.1	
				Managing Workplace Stress	SkillSoft Business Impact Series		0.1	
				Optimizing Your Performance on a Team				
				Establishing Team Goals and Responsibilities	SkillSoft Course	✓	1	X
				Elements of a Cohesive Team	SkillSoft Course	✓	1	X
				Effective Time Management				
				Setting and Managing Priorities	SkillSoft Challenge Series	✓	0.25	
				Coping with Information Overload	SkillSoft Business Impact Series		0.1	
				Getting Time Under Control	SkillSoft Challenge Series		0.25	
				Doing Business Professionally				
				Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	✓	1	X
				Setting and Managing Organizational Priorities				
				Setting and Managing Priorities within the Organization: Mission and Goals	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Deciphering Priorities	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Motivation	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Communication	SkillSoft Course	✓	1	
				Time Management				
				Time Management: Too Much to Do and Too Little Time	SkillSoft Course	✓	0.5	X
				Time Management: Quit Making Excuses and Make Time Instead	SkillSoft Course	✓	0.5	X
				Time Management: Ready, Set...FOCUS!	SkillSoft Course	✓	0.5	X
				The Dangers of Multitasking	SkillSoft Business Impact Series		0.2	
Time Management								
				Completes objectives quickly				
				Focuses energy on critical tasks				
				Multi-tasks effectively				
				Respects time				
				Utilizes time effectively				
				Effective Time Management				
				Setting and Managing Priorities	SkillSoft Challenge Series	✓	0.25	
				Prioritizing Personal and Professional Responsibilities	SkillSoft Business Impact Series	✓	0.1	
				Coping with Information Overload	SkillSoft Business Impact Series		0.1	
				Planning for Interruptions Helps with Procrastination	SkillSoft Business Impact Series	✓	0.1	
				Getting Time Under Control	SkillSoft Challenge Series		0.25	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Doing Business Professionally				
				Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	✓	1	X
				Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	✓	1	X
				Communicating with Professionalism and Etiquette	SkillSoft Course	✓	1	X
				Using Business Etiquette to Build Professional Relationships	SkillSoft Course	✓	1	X
				Optimizing Your Work/Life Balance				
				Optimizing Your Work/Life Balance: Analyzing Your Life Balance	SkillSoft Course	✓	1	X
				Optimizing Your Work/Life Balance: Maintaining Your Life Balance	SkillSoft Course	✓	1	X
				Optimizing Your Work/Life Balance: Taking Control of Your Stress	SkillSoft Course	✓	1	
				Employee Exhaustion: Managing a Well-balanced Workload	SkillSoft Business Impact Series	✓	0.1	
				Managing Workplace Stress	SkillSoft Business Impact Series		0.1	
				Personal Productivity Improvement				
				Personal Productivity Improvement: Managing Your Workspace	SkillSoft Course	✓	1	
				Personal Productivity: Self-organization and Overcoming Procrastination	SkillSoft Course	✓	1	
				Personal Productivity Improvement: Managing Tasks and Maximizing Productivity	SkillSoft Course	✓	1	
				Time Management				
				Time Management: Too Much to Do and Too Little Time	SkillSoft Course	✓	0.5	X
				Time Management: Quit Making Excuses and Make Time Instead	SkillSoft Course	✓	0.5	X
				Time Management: Ready, Set... FOCUS!	SkillSoft Course	✓	0.5	X
				The Dangers of Multitasking	SkillSoft Business Impact Series		0.2	

Intellect

Analytical Thinking

Analyze costs, benefits, risks, and chances for success of decisions
 Break down concepts, issues, and problems into their component parts
 Compare data from a variety of sources
 Notice discrepancies and inconsistencies in information and materials

				Problem Solving and Decision Making Strategies				
				Problem Solving: The Fundamentals	SkillSoft Course	✓	1	X
				Problem Solving: Determining and Building Your Strengths	SkillSoft Course	✓	1	X
				Problem Solving: Digging Deeper	SkillSoft Course	✓	1	
				Decision Making: The Fundamentals	SkillSoft Course	✓	1	
				Decision Making: Tools and Techniques	SkillSoft Course	✓	1	X
				Decision Making: Making Tough Decisions	SkillSoft Course	✓	1	
				Playing the Devil's Advocate in Decision Making	SkillSoft Business Impact Series	✓	0.1	
				Turning Problems Around with Reverse Brainstorming	SkillSoft Business Impact Series		0.1	
				Uncovering the Root Problem	SkillSoft Challenge Series	✓	0.25	
				Critical Thinking Essentials				
				Critical Thinking Essentials: What Is Critical Thinking?	SkillSoft Course	✓	1	X
				Critical Thinking Essentials: Applying Critical Thinking Skills	SkillSoft Course	✓	1	X
				Critical Thinking	SkillSoft Challenge Series	✓	0.25	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
Creativity & Innovation								
		Brainstorms to identify multiple solutions to problems Creates new and effective processes and systems to foster new ideas and methods Draws from a variety of resources and perspectives to come up with new ideas and approaches Encourages others to innovate Identifies opportunities for innovation Proactively seeks to test, validate, modify, and improve new ideas or methods to make them as effective as possible Shares new ideas with decision-makers Supports and implements new methods and processes						
			Developing Strategic Thinking Acumen					
				Developing the Capacity to Think Strategically	SkillSoft Course	✓	1	
				Developing the Strategic Thinking Skill of Seeing the Big Picture	SkillSoft Course	✓	1	
				Using Strategic Thinking Skills	SkillSoft Course	✓	1	
				Leading Outside the Organization	SkillSoft Business Impact Series	✓	0.1	
				Effective Critical Analysis of Business Reports	SkillSoft Business Impact Series	✓	0.1	
				Returning to Core Competencies	SkillSoft Business Impact Series	✓	0.1	
				Competitive Awareness and Strategy	SkillSoft Challenge Series	✓	0.25	
				Final Exam: Developing Strategic Thinking Acumen	SkillSoft Final Exams	✓	0.6	
			Problem Solving and Decision Making Strategies					
				Problem Solving: The Fundamentals	SkillSoft Course	✓	1	X
				Problem Solving: Determining and Building Your Strengths	SkillSoft Course	✓	1	X
				Problem Solving: Digging Deeper	SkillSoft Course	✓	1	
				Decision Making: The Fundamentals	SkillSoft Course	✓	1	
				Decision Making: Tools and Techniques	SkillSoft Course	✓	1	X
				Decision Making: Making Tough Decisions	SkillSoft Course	✓	1	
				Playing the Devil's Advocate in Decision Making	SkillSoft Business Impact Series	✓	0.1	
				Turning Problems Around with Reverse Brainstorming	SkillSoft Business Impact Series		0.1	
				Uncovering the Root Problem	SkillSoft Challenge Series	✓	0.25	
			Generating Creative & Innovative Ideas					
				Generating Creative and Innovative Ideas: Enhancing Your Creativity	SkillSoft Course	✓	1	
				Generating Creative and Innovative Ideas: Maximizing Team Creativity	SkillSoft Course	✓	1	X
				Generating Creative and Innovative Ideas: Verifying and Building on Ideas	SkillSoft Course	✓	1	X
				Promoting Creative Thinking	SkillSoft Challenge Series	✓	0.25	
				Executing Innovation	SkillSoft Business Impact Series	✓	0.1	
				Creativity: Developing and Communicating Ideas	SkillSoft Challenge Series		0.25	
			Leadership Essentials					
				Leadership Essentials: Leading Innovation	SkillSoft Course	✓	1	X
				Wanted-Innovation Leaders	SkillSoft Business Impact Series	✓	0.1	
				Leading Innovation	SkillSoft Challenge Series	✓	0.25	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Decision Making				
				Bases decisions on an analysis of short-range consequences or simple options, including people's reactions and potential problems				
				Focuses on objectives and results when considering the various alternatives to a decision				
				Foresees the long-range consequences or implications of different options				
				Gathers sufficient information to identify gaps and variances before making a decision				
				Makes decisions at the right time when there is ambiguity or considerable personal or organizational risk				
				Makes decisions in a timely manner when the options are clear and there is little pressure or risk.				
				Solicits the input of the appropriate people to improve the quality and timing of a decision				
				Takes charge of a group when it is necessary to facilitate either an action or a decision				
				Business Ethics				
				Introduction to Workplace Ethics	SkillSoft Course	✓	1	
				Developing a Code of Ethical Conduct	SkillSoft Course	✓	1	X
				Ethical Decision-making in the Workplace	SkillSoft Course	✓	1	X
				Office Politics - What Will You Do?	SkillSoft Challenge Series		0.25	
				Ethics, Integrity, and Trust	SkillSoft Challenge Series	✓	0.25	
				The Ethics Enigma	SkillSoft Challenge Series	✓	0.25	
				Effective Delegation				
				Delegating Appropriate Tasks	SkillSoft Business Impact Series	✓	0.1	
				Developing Employees through Delegation	SkillSoft Challenge Series	✓	0.25	
				Risk Management				
				Risk Management: Identifying Risk	SkillSoft Course	✓	1	
				Risk Management: Assessing Risk	SkillSoft Course	✓	1	
				Risk Management: Dealing with Risk	SkillSoft Course	✓	1	
				Final Exam: Risk Management	SkillSoft Final Exams	✓	0.6	
				Problem Solving and Decision Making Strategies				
				Problem Solving: The Fundamentals	SkillSoft Course	✓	1	X
				Problem Solving: Determining and Building Your Strengths	SkillSoft Course	✓	1	X
				Problem Solving: Digging Deeper	SkillSoft Course	✓	1	
				Decision Making: The Fundamentals	SkillSoft Course	✓	1	
				Decision Making: Tools and Techniques	SkillSoft Course	✓	1	X
				Decision Making: Making Tough Decisions	SkillSoft Course	✓	1	
				Playing the Devil's Advocate in Decision Making	SkillSoft Business Impact Series	✓	0.1	
				Turning Problems Around with Reverse Brainstorming	SkillSoft Business Impact Series		0.1	
				Uncovering the Root Problem	SkillSoft Challenge Series	✓	0.25	
				Critical Thinking Essentials				
				Critical Thinking Essentials: What Is Critical Thinking?	SkillSoft Course	✓	1	X
				Critical Thinking Essentials: Applying Critical Thinking Skills	SkillSoft Course	✓	1	X
				Critical Thinking	SkillSoft Challenge Series	✓	0.25	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
			Developing Strategic Thinking Acumen					
				Developing the Capacity to Think Strategically	SkillSoft Course	✓	1	
				Developing the Strategic Thinking Skill of Seeing the Big Picture	SkillSoft Course	✓	1	
				Using Strategic Thinking Skills	SkillSoft Course	✓	1	
				Leading Outside the Organization	SkillSoft Business Impact Series	✓	0.1	
				Effective Critical Analysis of Business Reports	SkillSoft Business Impact Series	✓	0.1	
				Returning to Core Competencies	SkillSoft Business Impact Series	✓	0.1	
				Competitive Awareness and Strategy	SkillSoft Challenge Series	✓	0.25	
				Final Exam: Developing Strategic Thinking Acumen	SkillSoft Final Exams	✓	0.6	
			Essentials of Facilitating					
				Using Facilitation Skills as a Manager	SkillSoft Course	✓	1	
				Facilitating Collaborative Processes	SkillSoft Course	✓	1	
				Challenges of Facilitating	SkillSoft Course	✓	1	
			Generating Creative & Innovative Ideas					
				Generating Creative and Innovative Ideas: Enhancing Your Creativity	SkillSoft Course	✓	1	
				Generating Creative and Innovative Ideas: Maximizing Team Creativity	SkillSoft Course	✓	1	X
				Generating Creative and Innovative Ideas: Verifying and Building on Ideas	SkillSoft Course	✓	1	X
				Executing Innovation	SkillSoft Business Impact Series	✓	0.1	
				Creativity: Developing and Communicating Ideas	SkillSoft Challenge Series		0.25	
			Listening Essentials					
				Listening Essentials: The Basics of Listening	SkillSoft Course	✓	1	X
				Listening Essentials: Improving Your Listening Skills	SkillSoft Course	✓	1	X
				Effective Listening	SkillSoft Challenge Series	✓	0.25	
			Decisiveness					
				Developing Character for Decisiveness	SkillSoft Course	✓	1	
				Overcoming the Barriers to Decisiveness	SkillSoft Course	✓	1	
			Issue-focused Negotiation					
				Issue-focused Negotiation: Are You Ready?	SkillSoft Course		0.5	X
				You and Your Negotiating Counterpart	SkillSoft Course		0.5	X
				Reaching a Negotiated Agreement	SkillSoft Course		0.5	X
				Effective Body Language in Negotiations	SkillSoft Business Impact Series	✓	0.1	
				Vendor Negotiations: Choosing the Best Approach	SkillSoft Challenge Series	✓	0.25	

Establishing Focus

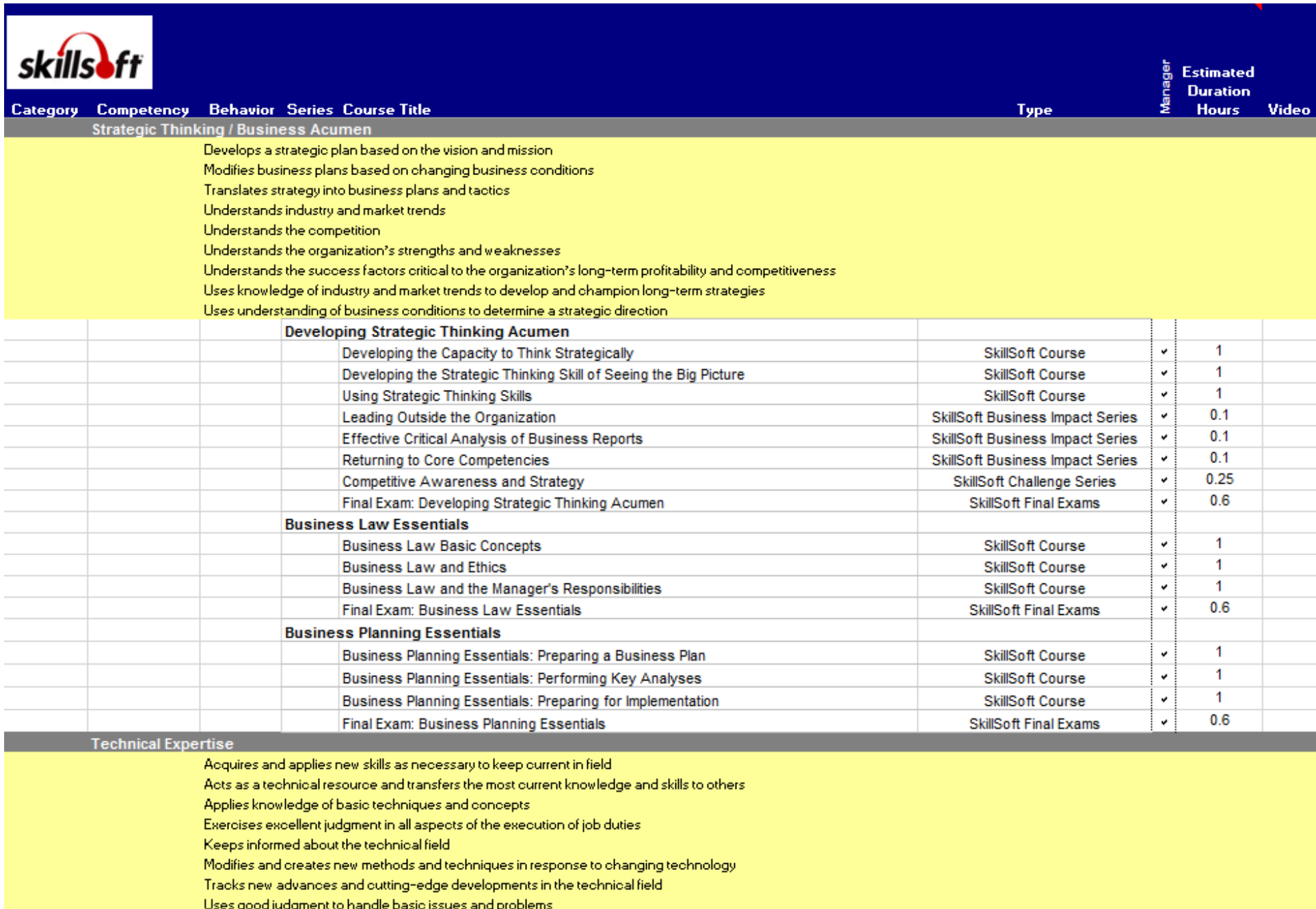
Creates personal job goals based on the business objectives
 Ensures that all unit members understand and identify with the unit's goals and their relation to the business
 Ensures that job goals are fully aligned with the business goals
 Ensures that resources, time, and attention are allocated in proportion to business priorities
 Helps focus others' time and resources on the most important work priorities
 Helps others understand how their work relates to the business goals
 Identifies goals that are not aligned with the business and takes steps to shift the focus
 Takes responsibility for developing, communicating, and gaining alignment on broad organizational goals



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			Business Execution					
				Business Execution: Understanding the Fundamentals	SkillSoft Course	✓	1	
				Business Execution: Crafting a Business Strategy that Executes	SkillSoft Course	✓	1	
				Business Execution: Linking Strategy to People and Operations	SkillSoft Course	✓	1	
				Business Execution: Monitoring and Evaluating Initiatives	SkillSoft Course	✓	1	
				Fostering a Business Execution Culture	SkillSoft Business Impact Series	✓	0.1	
				Performance Dashboard or Scorecard?	SkillSoft Business Impact Series	✓	0.1	
			Doing Business Professionally					
				Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	✓	1	X
				Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	✓	1	X
				Communicating with Professionalism and Etiquette	SkillSoft Course	✓	1	X
				Using Business Etiquette to Build Professional Relationships	SkillSoft Course	✓	1	X
			Optimizing Your Performance on a Team					
				Establishing Team Goals and Responsibilities	SkillSoft Course	✓	1	X
				Elements of a Cohesive Team	SkillSoft Course	✓	1	X
			Effective Time Management					
				Setting and Managing Priorities	SkillSoft Challenge Series	✓	0.25	
				Prioritizing Personal and Professional Responsibilities	SkillSoft Business Impact Series	✓	0.1	
				Coping with Information Overload	SkillSoft Business Impact Series		0.1	
				Getting Time Under Control	SkillSoft Challenge Series		0.25	
			Setting and Managing Organizational Priorities					
				Setting and Managing Priorities within the Organization: Mission and Goals	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Deciphering Priorities	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Motivation	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Communication	SkillSoft Course	✓	1	
			Time Management					
				Time Management: Too Much to Do and Too Little Time	SkillSoft Course	✓	0.5	X
				Time Management: Quit Making Excuses and Make Time Instead	SkillSoft Course	✓	0.5	X
				Time Management: Ready, Set...FOCUS!	SkillSoft Course	✓	0.5	X
				The Dangers of Multitasking	SkillSoft Business Impact Series		0.2	
Perspective								
			Thinks globally					
			Views challenges comprehensively					
			Critical Thinking Essentials					
				Critical Thinking Essentials: What Is Critical Thinking?	SkillSoft Course	✓	1	X
				Critical Thinking Essentials: Applying Critical Thinking Skills	SkillSoft Course	✓	1	X
				Critical Thinking	SkillSoft Challenge Series	✓	0.25	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
			Problem Solving and Decision Making Strategies					
				Problem Solving: The Fundamentals	SkillSoft Course	✓	1	X
				Problem Solving: Determining and Building Your Strengths	SkillSoft Course	✓	1	X
				Problem Solving: Digging Deeper	SkillSoft Course	✓	1	
				Decision Making: The Fundamentals	SkillSoft Course	✓	1	
				Decision Making: Tools and Techniques	SkillSoft Course	✓	1	X
				Decision Making: Making Tough Decisions	SkillSoft Course	✓	1	
				Playing the Devil's Advocate in Decision Making	SkillSoft Business Impact Series	✓	0.1	
				Turning Problems Around with Reverse Brainstorming	SkillSoft Business Impact Series		0.1	
				Uncovering the Root Problem	SkillSoft Challenge Series	✓	0.25	
Problem Solving								
		Identify and evaluate many possible causes for a problem						
		Proactively identify the root causes of problems						
		Use logical, systematic approaches to solve problems						
			Problem Solving and Decision Making Strategies					
				Problem Solving: The Fundamentals	SkillSoft Course	✓	1	X
				Problem Solving: Determining and Building Your Strengths	SkillSoft Course	✓	1	X
				Problem Solving: Digging Deeper	SkillSoft Course	✓	1	
				Decision Making: The Fundamentals	SkillSoft Course	✓	1	
				Decision Making: Tools and Techniques	SkillSoft Course	✓	1	X
				Decision Making: Making Tough Decisions	SkillSoft Course	✓	1	
				Playing the Devil's Advocate in Decision Making	SkillSoft Business Impact Series	✓	0.1	
				Turning Problems Around with Reverse Brainstorming	SkillSoft Business Impact Series		0.1	
				Uncovering the Root Problem	SkillSoft Challenge Series	✓	0.25	
			Critical Thinking Essentials					
				Critical Thinking Essentials: What Is Critical Thinking?	SkillSoft Course	✓	1	X
				Critical Thinking Essentials: Applying Critical Thinking Skills	SkillSoft Course	✓	1	X
				Critical Thinking	SkillSoft Challenge Series	✓	0.25	
			Generating Creative & Innovative Ideas					
				Generating Creative and Innovative Ideas: Enhancing Your Creativity	SkillSoft Course	✓	1	
				Generating Creative and Innovative Ideas: Maximizing Team Creativity	SkillSoft Course	✓	1	X
				Generating Creative and Innovative Ideas: Verifying and Building on Ideas	SkillSoft Course	✓	1	X
				Executing Innovation	SkillSoft Business Impact Series	✓	0.1	
				Creativity: Developing and Communicating Ideas	SkillSoft Challenge Series		0.25	





Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
			Essential Mentoring Techniques					
				Essential Mentoring Techniques: Mentoring Fundamentals	SkillSoft Course	✓	1	X
				Essential Mentoring Techniques: Designing and Initiating Mentoring Programs	SkillSoft Course	✓	1	X
				Essential Mentoring Techniques: Building and Maintaining Mentoring Relationships	SkillSoft Course	✓	1	X
				Essential Mentoring Techniques: Evaluating and Ending the Mentoring Program	SkillSoft Course	✓	1	X
			Problem Solving and Decision Making Strategies					
				Problem Solving: The Fundamentals	SkillSoft Course	✓	1	X
				Problem Solving: Determining and Building Your Strengths	SkillSoft Course	✓	1	X
				Problem Solving: Digging Deeper	SkillSoft Course	✓	1	
				Decision Making: The Fundamentals	SkillSoft Course	✓	1	
				Turning Problems Around with Reverse Brainstorming	SkillSoft Business Impact Series		0.1	
				Uncovering the Root Problem	SkillSoft Challenge Series	✓	0.25	

Leadership

Building Teamwork

Assists group members in understanding roles and responsibilities
 Assists the group in effectively using individuals' talents and contributions
 Champions the team within the organization
 Encourages others to work as a team
 Establishes direction for projects and assignments for team members
 Helps remove organizational barriers and identifies resources to assist the team
 Provides guidance when the team is off track
 Provides input without taking over

			Making Cross-Functional Teams Work					
				Cross-functional Team Fundamentals	SkillSoft Course	✓	1	
				Key Strategies for Managing Cross-functional Teams	SkillSoft Course	✓	1	X
				Managing Internal Dynamics in a Cross-functional Team	SkillSoft Course	✓	1	X
				Using Conflicts to an Organization's Advantage	SkillSoft Business Impact Series	✓	0.1	
				Mediating Project Team Conflict	SkillSoft Business Impact Series	✓	0.1	
				Facilitating Work-related Conflict Discussions	SkillSoft Business Impact Series		0.1	
			Optimizing Your Performance on a Team					
				Being an Effective Team Member	SkillSoft Course	✓	1	X
				Establishing Team Goals and Responsibilities	SkillSoft Course	✓	1	X
				Elements of a Cohesive Team	SkillSoft Course	✓	1	X
				Effective Team Communication	SkillSoft Course	✓	1	X
				Using Feedback to Improve Team Performance	SkillSoft Course	✓	1	X
				Power and Politics in Matrixed Teams	SkillSoft Challenge Series		0.25	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
			Leading Teams					
				Leading Teams: Launching a Successful Team	SkillSoft Course	✓	1	X
				Leading Teams: Establishing Goals, Roles, and Guidelines	SkillSoft Course	✓	1	X
				Leading Teams: Developing the Team and its Culture	SkillSoft Course	✓	1	X
				Leading Teams: Building Trust and Commitment	SkillSoft Course	✓	1	X
				Leading Teams: Fostering Effective Communication and Collaboration	SkillSoft Course	✓	1	X
				Leading Teams: Motivating and Optimizing Performance	SkillSoft Course	✓	1	X
				Leading Teams: Dealing with Conflict	SkillSoft Course	✓	1	X
				Leading Teams: Managing Virtual Teams	SkillSoft Course	✓	1	X
				Building Trust Incrementally	SkillSoft Business Impact Series	✓	0.1	
				Inspiring your Team	SkillSoft Business Impact Series	✓	0.1	
				Support Your Leader	SkillSoft Business Impact Series		0.1	
				Choosing the Right Team Culture	SkillSoft Challenge Series		0.2	
				Managing Communications in a Virtual Team	SkillSoft Business Impact Series	✓	0.1	
			Creating a positive work environment					
				Creating and Maintaining a Positive Work Environment	SkillSoft Course	✓	1	X
			Setting and Managing Organizational Priorities					
				Setting and Managing Priorities within the Organization: Mission and Goals	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Deciphering Priorities	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Motivation	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Communication	SkillSoft Course	✓	1	
			The Voice of Leadership					
				The Voice of Leadership: Inspirational Leadership	SkillSoft Course	✓	1	X
				The Voice of Leadership: Self-assessment and Motivation	SkillSoft Course	✓	1	
				The Voice of Leadership: Effective Leadership Communication Strategies	SkillSoft Course	✓	1	X
				The Voice of Leadership: The Power of Leadership Messaging	SkillSoft Course	✓	1	X
			Employee Engagement					
				The Benefits and Challenges of Engaging Employees	SkillSoft Course	✓	1	X
				Maintaining an Engaging Organization	SkillSoft Course	✓	1	

Caring About Direct Reports

Attentive to direct reports' lives
 Is accessible for discussions on personal and work related problems
 Is sensitive to direct reports' plans, problems, desires, concerns and questions
 Is straightforward in conversation with direct reports
 Monitors workloads and shows appreciation for extra effort
 Treats direct reports equitably



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Management Essentials				
				Management Essentials: Directing Others	SkillSoft Course	✓	1	X
				Management Essentials: Delegating	SkillSoft Course	✓	1	X
				Management Essentials: Developing Your Direct Reports	SkillSoft Course	✓	1	X
				Management Essentials: Confronting Difficult Employee Behavior	SkillSoft Course	✓	1	
				Management Essentials: Managing a Diverse Team	SkillSoft Course	✓	1	
				Management Essentials: Treating Your Direct Reports Fairly	SkillSoft Course	✓	1	
				Management Essentials: Caring about Your Direct Reports	SkillSoft Course	✓	1	
				Managing Fairly	SkillSoft Business Impact Series	✓	0.1	
				Employee Dismissal	SkillSoft Challenge Series	✓	0.25	
				Acting Decisively	SkillSoft Challenge Series	✓	0.25	
				Employee Engagement				
				The Benefits and Challenges of Engaging Employees	SkillSoft Course	✓	1	X
				Maintaining an Engaging Organization	SkillSoft Course	✓	1	
				Creating a positive work environment				
				Creating and Maintaining a Positive Work Environment	SkillSoft Course	✓	1	X
				Effectively Managing Top Performers				
				Engaging Top Performers	SkillSoft Course	✓	1	
				Retaining Top Performers	SkillSoft Course	✓	1	
				Overcoming Challenges of Managing Top Performers	SkillSoft Course	✓	1	
				Communicating with Impact				
				Interpersonal Communication that Builds Trust	SkillSoft Course		0.5	X
				Communication Methods that Make Sense – and Make Your Point	SkillSoft Course		0.5	X
				Being a Receptive Communication Partner	SkillSoft Course		0.5	X
				Communication Challenges: Navigating Choppy Waters	SkillSoft Course		0.5	X
				Asserting Yourself in the Workplace	SkillSoft Challenge Series		0.25	
				Making Yourself Approachable	SkillSoft Business Impact Series		0.1	

Change Management

Accurately assesses the potential barriers and resources for change initiatives
 Develops a change strategy that includes milestones and timelines
 Enrolls others in the change process
 Envisions and articulates the intended result of the change process
 Identifies and enlists allies who support the change process
 Provides direction and focus during the change process
 Provides resources, removes barriers, and acts as an advocate for those initiating change
 Understands and supports the need for change



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
			Managing Organizational Change					
				Managing Change: Understanding Change	SkillSoft Course	✓	1	
				Managing Change: Building Positive Support for Change	SkillSoft Course	✓	1	X
				Managing Change: Dealing with Resistance to Change	SkillSoft Course	✓	1	X
				Managing Change: Sustaining Organizational Change	SkillSoft Course	✓	1	X
				Communicating Properly during Layoffs	SkillSoft Business Impact Series		0.1	
				Involving Employees in Corporate Change	SkillSoft Business Impact Series	✓	0.1	
				Developing People	SkillSoft Challenge Series	✓	0.25	
				Beyond Change: Working with Agility	SkillSoft Business Impact Series		0.1	
			Leadership Essentials					
				Leadership Essentials: Leading Innovation	SkillSoft Course	✓	1	X
				Leadership Essentials: Leading Change	SkillSoft Course	✓	1	X
				Leading Teams through Change	SkillSoft Business Impact Series	✓	0.1	
				Leading Change	SkillSoft Challenge Series	✓	0.25	
				Leading Innovation	SkillSoft Challenge Series	✓	0.25	
			Leading Organizational Change					
				The Keys to Sustainable Change	SkillSoft Course	✓	0.5	X
				Planning for Change	SkillSoft Course	✓	0.5	X
				Implementing and Sustaining Change	SkillSoft Course	✓	0.5	X
				Instituting a Quality Improvement Program	SkillSoft Challenge Series	✓	0.2	X
				Managing the Stress of Organizational Change	SkillSoft Business Impact Series		0.1	
				The Importance of Flexibility in the Workplace	SkillSoft Business Impact Series		0.1	
				Developing Organizational Agility	SkillSoft Challenge Series		0.25	
Developing Others								
		Assists others in acquiring the skills needed for their job Helps others examine the barriers to their growth and development Helps others identify resources for achieving their development goals Helps others set goals and create development plans Looks for and creates situations that foster others' development Provides current, direct, complete, and "actionable" positive and corrective feedback to others Sets up systems to monitor others' growth and development Takes responsibility for creating a culture that fosters development						
			Performance Appraisal Essentials					
				Performance Appraisal Essentials: Planning for Appraisals	SkillSoft Course	✓	1	X
				Performance Appraisal Essentials: Conducting Traditional Appraisals	SkillSoft Course	✓	1	X
				Performance Appraisal Essentials: 360-degree Appraisals	SkillSoft Course	✓	1	X
			Coaching for Results					
				The Art of Effective Coaching	SkillSoft Business Impact Series	✓	0.1	
				Coaching	SkillSoft Challenge Series	✓	0.25	



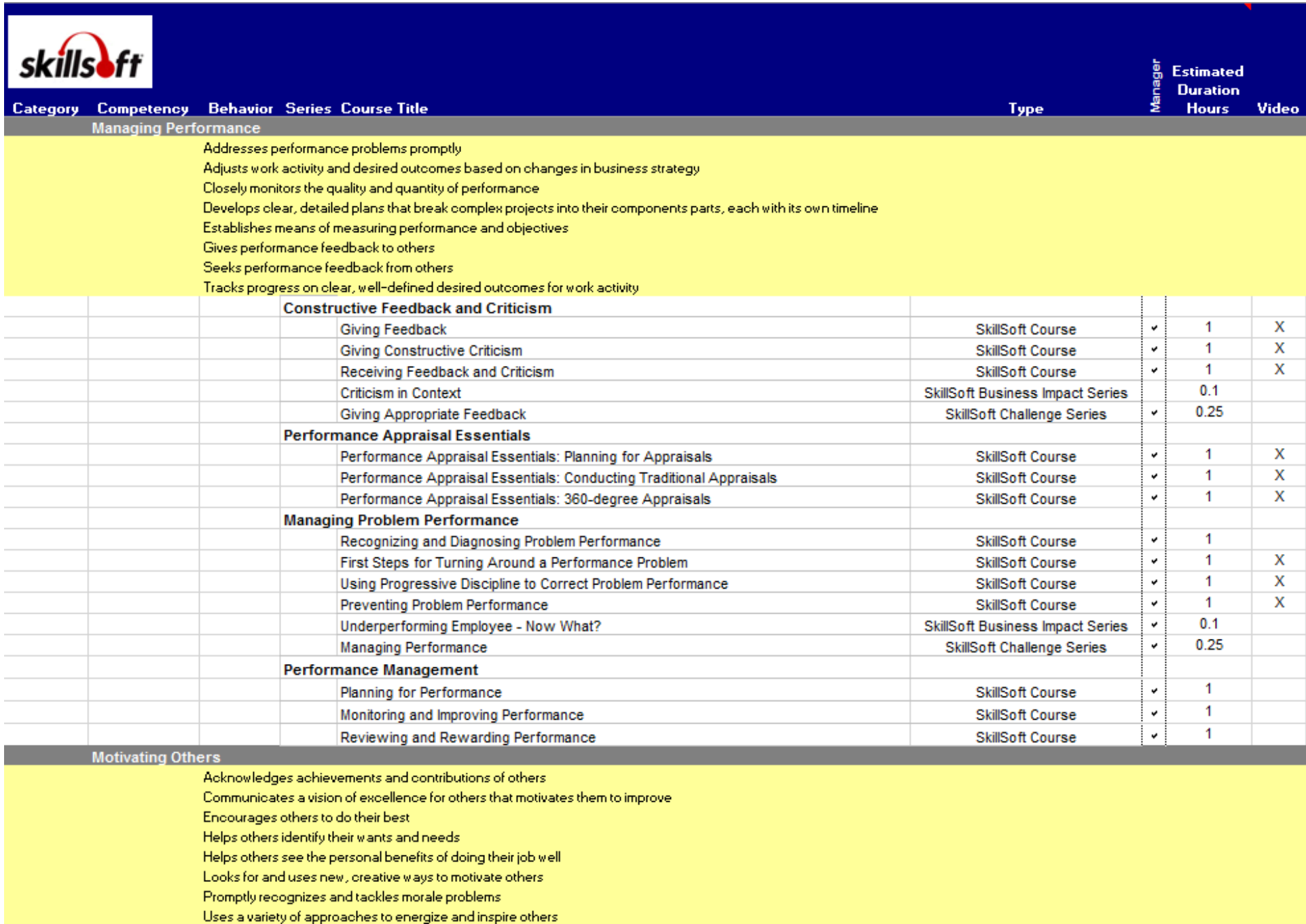
Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
			Management Essentials					
				Management Essentials: Directing Others	SkillSoft Course	✓	1	X
				Management Essentials: Delegating	SkillSoft Course	✓	1	X
				Management Essentials: Developing Your Direct Reports	SkillSoft Course	✓	1	X
				Management Essentials: Confronting Difficult Employee Behavior	SkillSoft Course	✓	1	
				Management Essentials: Treating Your Direct Reports Fairly	SkillSoft Course	✓	1	
				Managing Fairly	SkillSoft Business Impact Series	✓	0.1	
				Employee Dismissal	SkillSoft Challenge Series	✓	0.25	
				Acting Decisively	SkillSoft Challenge Series	✓	0.25	
			Constructive Feedback and Criticism					
				Giving Feedback	SkillSoft Course	✓	1	X
				Giving Constructive Criticism	SkillSoft Course	✓	1	X
				Receiving Feedback and Criticism	SkillSoft Course	✓	1	X
				Criticism in Context	SkillSoft Business Impact Series		0.1	
				Giving Appropriate Feedback	SkillSoft Challenge Series	✓	0.25	
			Essential Mentoring Techniques					
				Essential Mentoring Techniques: Mentoring Fundamentals	SkillSoft Course	✓	1	X
				Essential Mentoring Techniques: Designing and Initiating Mentoring Programs	SkillSoft Course	✓	1	X
				Essential Mentoring Techniques: Building and Maintaining Mentoring Relationships	SkillSoft Course	✓	1	X
				Essential Mentoring Techniques: Evaluating and Ending the Mentoring Program	SkillSoft Course	✓	1	X
			Effectively Managing Top Performers					
				Managing Top Performers Is Always Easy...Right?	SkillSoft Business Impact Series	✓	0.1	
				Recognizing Natural Leaders	SkillSoft Challenge Series		0.3	
			Employee Engagement					
				The Benefits and Challenges of Engaging Employees	SkillSoft Course	✓	1	X
				Maintaining an Engaging Organization	SkillSoft Course	✓	1	
			Performance Management					
				Planning for Performance	SkillSoft Course	✓	1	
				Monitoring and Improving Performance	SkillSoft Course	✓	1	
				Reviewing and Rewarding Performance	SkillSoft Course	✓	1	
			Strategies for Successful Employee On-boarding					
				Strategies for Successful Employee Onboarding: An Introduction	SkillSoft Course	✓	1	
				Strategies for Successful Employee Onboarding: Getting Started	SkillSoft Course	✓	1	
				Strategies for Successful Employee Onboarding: Assessing Program Success	SkillSoft Course	✓	1	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
Empowering Others								
		Allows others to make mistakes and take risks to learn and grow Delegates responsibility to others based on their ability and potential Encourages others to make their own decisions Encourages others to take responsibility for tasks and projects Gives others the freedom to have control of their tasks and duties Provides guidance and support for others as they take on new challenges Provides others with opportunities that challenge them and develop their capabilities						
				Effective Delegation				
				Delegating Appropriate Tasks	SkillSoft Business Impact Series	✓	0.1	
				Developing Employees through Delegation	SkillSoft Challenge Series	✓	0.25	
				Leadership Essentials				
				Leadership Essentials: Motivating Employees	SkillSoft Course	✓	1	X
				Employee Engagement				
				The Benefits and Challenges of Engaging Employees	SkillSoft Course	✓	1	X
				Maintaining an Engaging Organization	SkillSoft Course	✓	1	
				The Voice of Leadership				
				The Voice of Leadership: Inspirational Leadership	SkillSoft Course	✓	1	X
				The Voice of Leadership: Self-assessment and Motivation	SkillSoft Course	✓	1	
				The Voice of Leadership: Effective Leadership Communication Strategies	SkillSoft Course	✓	1	X
				The Voice of Leadership: The Power of Leadership Messaging	SkillSoft Course	✓	1	X
Managerial Courage								
		Communicates assertively Confronts adversity and is energized by challenges Deals effectively with difficult people or situations Encourages direct and tough debate but isn't afraid to end it and move on Holds unpopular position as appropriate Informs colleagues of their standing Leads in a crisis Makes tough decisions						
				Leadership Essentials				
				Leadership Essentials: Motivating Employees	SkillSoft Course	✓	1	X
				Leadership Essentials: Communicating Vision	SkillSoft Course	✓	1	X
				Leadership Essentials: Building Your Influence as a Leader	SkillSoft Course	✓	1	X
				Leadership Essentials: Leading with Emotional Intelligence	SkillSoft Course	✓	1	X
				Leadership Essentials: Leading Business Execution	SkillSoft Course	✓	1	X
				Leadership Essentials: Leading Innovation	SkillSoft Course	✓	1	X
				Leadership Essentials: Leading Change	SkillSoft Course	✓	1	X
				Leadership Essentials: Creating Your Own Leadership Development Plan	SkillSoft Course	✓	1	
				Communicating a Shared Vision	SkillSoft Business Impact Series	✓	0.1	
				Leading Teams through Change	SkillSoft Business Impact Series	✓	0.1	
				Taking Calculated Risks in Leadership	SkillSoft Business Impact Series	✓	0.1	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Wanted-Innovation Leaders	SkillSoft Business Impact Series	✓	0.1	
				Developing a Business Execution Culture	SkillSoft Challenge Series	✓	0.25	
				Leading Change	SkillSoft Challenge Series	✓	0.25	
				Leader as Motivator	SkillSoft Challenge Series	✓	0.25	
				Leading Innovation	SkillSoft Challenge Series	✓	0.25	
				The Emotionally Intelligent Leader	SkillSoft Challenge Series	✓	0.25	
				Motivating Human Behavior	SkillSoft Challenge Series		0.5	
				Problem Solving and Decision-Making Strategies				
				Problem Solving: The Fundamentals	SkillSoft Course	✓	1	X
				Problem Solving: Determining and Building Your Strengths	SkillSoft Course	✓	1	X
				Problem Solving: Digging Deeper	SkillSoft Course	✓	1	
				Decision Making: The Fundamentals	SkillSoft Course	✓	1	
				Decision Making: Tools and Techniques	SkillSoft Course	✓	1	X
				Decision Making: Making Tough Decisions	SkillSoft Course	✓	1	
				Playing the Devil's Advocate in Decision Making	SkillSoft Business Impact Series	✓	0.1	
				Turning Problems Around with Reverse Brainstorming	SkillSoft Business Impact Series		0.1	
				Uncovering the Root Problem	SkillSoft Challenge Series	✓	0.25	
				Critical Thinking Essentials				
				Critical Thinking Essentials: What Is Critical Thinking?	SkillSoft Course	✓	1	X
				Critical Thinking Essentials: Applying Critical Thinking Skills	SkillSoft Course	✓	1	X
				Critical Thinking	SkillSoft Challenge Series	✓	0.25	
				The Fundamentals of Business Crises Management				
				Demonstrating Accountability in a Crisis Situation	SkillSoft Challenge Series	✓	0.25	
				Perseverance and Flexibility in Times of Crisis	SkillSoft Challenge Series	✓	0.25	
				The Voice of Leadership				
				The Voice of Leadership: Inspirational Leadership	SkillSoft Course	✓	1	X
				The Voice of Leadership: Self-assessment and Motivation	SkillSoft Course	✓	1	
				The Voice of Leadership: Effective Leadership Communication Strategies	SkillSoft Course	✓	1	X
				The Voice of Leadership: The Power of Leadership Messaging	SkillSoft Course	✓	1	X
				Managing during Difficult Times				
				Communicating during Difficult Times	SkillSoft Course	✓	1	X
				Managing Resources during Difficult Times	SkillSoft Course	✓	1	X
				Managing Attitudes during Difficult Times	SkillSoft Course	✓	1	X
				Dismissing an Employee				
				Preparing to Dismiss an Employee	SkillSoft Course	✓	1	X
				Managing the Dismissal of an Employee	SkillSoft Course	✓	1	X
				Difficult Conversations				
				Preparing for a Difficult Conversation	SkillSoft Course	✓	1	
				Having a Difficult Conversation	SkillSoft Course	✓	1	
				Handling Difficult Conversations Effectively	SkillSoft Course	✓	1	





Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Coaching for Results				
				The Art of Effective Coaching	SkillSoft Business Impact Series	✓	0.1	
				Coaching	SkillSoft Challenge Series	✓	0.25	
				Leadership Essentials				
				Leadership Essentials: Motivating Employees	SkillSoft Course	✓	1	X
				Leadership Essentials: Communicating Vision	SkillSoft Course	✓	1	X
				Leadership Essentials: Building Your Influence as a Leader	SkillSoft Course	✓	1	X
				Leadership Essentials: Leading with Emotional Intelligence	SkillSoft Course	✓	1	X
				Leadership Essentials: Leading Business Execution	SkillSoft Course	✓	1	X
				Leadership Essentials: Leading Innovation	SkillSoft Course	✓	1	X
				Leadership Essentials: Leading Change	SkillSoft Course	✓	1	X
				Leadership Essentials: Creating Your Own Leadership Development Plan	SkillSoft Course	✓	1	
				Communicating a Shared Vision	SkillSoft Business Impact Series	✓	0.1	
				Leading Teams through Change	SkillSoft Business Impact Series	✓	0.1	
				Knowing When to Take Leadership Risks	SkillSoft Business Impact Series	✓	0.1	
				Wanted-Innovation Leaders	SkillSoft Business Impact Series	✓	0.1	
				Developing a Business Execution Culture	SkillSoft Challenge Series	✓	0.25	
				Leading Change	SkillSoft Challenge Series	✓	0.25	
				Leader as Motivator	SkillSoft Challenge Series	✓	0.25	
				Leading Innovation	SkillSoft Challenge Series	✓	0.25	
				The Emotionally Intelligent Leader	SkillSoft Challenge Series	✓	0.25	
				Motivating Human Behavior	SkillSoft Challenge Series		0.5	
				Crafting an Organizational Vision	SkillSoft Challenge Series	✓	0.25	
				Leading Teams				
				Leading Teams: Motivating and Optimizing Performance	SkillSoft Course	✓	1	X
				Leading Teams: Dealing with Conflict	SkillSoft Course	✓	1	X
				Employee Engagement				
				The Benefits and Challenges of Engaging Employees	SkillSoft Course	✓	1	X
				Maintaining an Engaging Organization	SkillSoft Course	✓	1	
				The Voice of Leadership				
				The Voice of Leadership: Inspirational Leadership	SkillSoft Course	✓	1	X
				The Voice of Leadership: Self-assessment and Motivation	SkillSoft Course	✓	1	
				The Voice of Leadership: Effective Leadership Communication Strategies	SkillSoft Course	✓	1	X
				The Voice of Leadership: The Power of Leadership Messaging	SkillSoft Course	✓	1	X



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
Visionary Leadership								
		Develops an inspiring personal, group, or business vision Develops corporate values, principles, and competencies that support the mission and vision Ensures that the organization's strategic plan and business practices are consistent with its vision and mission Explains the vision and mission to others within and outside of the company Helps others translate the vision and mission into day-to-day activities and behaviors Identifies and addresses barriers to achieving the vision Models behaviors that support the company vision Recognizes the efforts of others who demonstrate support of the vision and mission						
			Leadership Essentials					
				Leadership Essentials: Motivating Employees	SkillSoft Course	✓	1	X
				Leadership Essentials: Communicating Vision	SkillSoft Course	✓	1	X
				Leadership Essentials: Building Your Influence as a Leader	SkillSoft Course	✓	1	X
				Leadership Essentials: Leading with Emotional Intelligence	SkillSoft Course	✓	1	X
				Communicating a Shared Vision	SkillSoft Business Impact Series	✓	0.1	
				Crafting an Organizational Vision	SkillSoft Challenge Series	✓	0.25	
			Business Execution					
				Business Execution: Understanding the Fundamentals	SkillSoft Course	✓	1	
				Business Execution: Crafting a Business Strategy that Executes	SkillSoft Course	✓	1	
				Business Execution: Linking Strategy to People and Operations	SkillSoft Course	✓	1	
				Business Execution: Monitoring and Evaluating Initiatives	SkillSoft Course	✓	1	
				Fostering a Business Execution Culture	SkillSoft Business Impact Series	✓	0.1	
				Performance Dashboard or Scorecard?	SkillSoft Business Impact Series	✓	0.1	
			The Voice of Leadership					
				The Voice of Leadership: Inspirational Leadership	SkillSoft Course	✓	1	X
				The Voice of Leadership: Self-assessment and Motivation	SkillSoft Course	✓	1	
				The Voice of Leadership: Effective Leadership Communication Strategies	SkillSoft Course	✓	1	X
				The Voice of Leadership: The Power of Leadership Messaging	SkillSoft Course	✓	1	X

Operations

Concern for Quality

Carefully prepares materials, approaches, and resources
 Checks accuracy of own work
 Creates standards of quality for the organization
 Does not accept anything but the highest quality work
 Encourages people to maintain high standards of quality and thoroughness
 Follow procedures to ensure quality output
 Monitors accuracy and quality of others' work and takes action to correct mistakes
 Uses a system to organize and track quality



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Certified Manager of Quality/Organizational Excellence				
				Leadership	SkillSoft Course	✓	2.5	
				Team Dynamics	SkillSoft Course	✓	2	
				Developing and Deploying Strategic Plans	SkillSoft Course	✓	2.5	
				Managerial Skills and Abilities	SkillSoft Course	✓	2.5	
				Communication Skills and Project Management	SkillSoft Course	✓	2	
				Quality Systems, Models, and Theories	SkillSoft Course	✓	2	
				Problem Solving and Process Management Tools	SkillSoft Course	✓	2.5	
				Measurement: Assessment and Metrics	SkillSoft Course	✓	1.5	
				Customer Focused Management	SkillSoft Course	✓	2.5	
				Supply Chain Management	SkillSoft Course	✓	1.5	
				Training and Development	SkillSoft Course	✓	2	
				Operations Management				
				Operations Management: Management of Quality	SkillSoft Course	✓	1	
Process Management								
		Breaks complex processes into more simple tasks and functions Commits to common systems for designing and measuring work processes Creates an effective work flow that effectively coordinates and integrates tasks and functions Dedicated to continuous improvement Establishes the processes necessary to achieve the desired results Identifies and addresses process problems promptly Identifies and takes advantage of opportunities to accomplish multiple objectives and obtain synergies through process development and management Is willing to re-engineer processes from scratch Measures the right things to evaluate how fast and how well resources are utilized and results accomplished Optimally organizes people and activities to accomplish results Seeks to reduce variances in organization processes Sets clear, well-defined desired outcomes for work activity						
				Certified Manager of Quality/Organizational Excellence				
				Leadership	SkillSoft Course	✓	2.5	
				Team Dynamics	SkillSoft Course	✓	2	
				Developing and Deploying Strategic Plans	SkillSoft Course	✓	2.5	
				Managerial Skills and Abilities	SkillSoft Course	✓	2.5	
				Communication Skills and Project Management	SkillSoft Course	✓	2	
				Quality Systems, Models, and Theories	SkillSoft Course	✓	2	
				Problem-Solving and Process Management Tools	SkillSoft Course	✓	2.5	
				Measurement: Assessment and Metrics	SkillSoft Course	✓	1.5	
				Customer-Focused Management	SkillSoft Course	✓	2.5	
				Supply Chain Management	SkillSoft Course	✓	1.5	
				Training and Development	SkillSoft Course	✓	2	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
			Operations Management					
				Operations Management and the Organization	SkillSoft Course	✓	1	
				Operations Management: Product and Service Management	SkillSoft Course	✓	1	
				Operations and Supply Chain Management	SkillSoft Course	✓	1	
				Operations Management: Inventory Management	SkillSoft Course	✓	1	
				Operations Management: Forecasting and Capacity Planning	SkillSoft Course	✓	1	
				Operations Management: Operations Scheduling	SkillSoft Course	✓	1	
				Operations Management: Management of Quality	SkillSoft Course	✓	1	
				Operations Management: Facilities Planning and Management	SkillSoft Course	✓	1	
			Managing Customer-Driven Process Improvement					
				Customer-driven Process Improvement: Basic Framework	SkillSoft Course	✓	1	
				Customer-driven Process Improvement: Identifying Customer Needs	SkillSoft Course	✓	1	
						✓	1	
				Customer-driven Process Improvement: From Customer Needs to Process Requirements	SkillSoft Course	✓	1	
				Customer-Driven Process Improvement: Mapping and Measuring Processes	SkillSoft Course	✓	1	
				Customer-driven Process Improvement: Analyzing Process Problems	SkillSoft Course	✓	1	X
				Customer-Driven Process Improvement: Identifying Improvement Ideas and Solutions	SkillSoft Course	✓	1	X
				Customer-driven Process Improvement: Implementing and Maintaining Improvements	SkillSoft Course	✓	1	
Production Efficiency								
		Asks for help as necessary Assigns and utilizes resources effectively Breaks down projects into component tasks Gives accurate and effective instructions to maximize productivity Identifies and uses appropriate resources Plans, prioritizes, and organizes tasks Schedules time appropriately to accomplish objectives Stays focused and avoids distractions						
			Effective Time Management					
				Setting and Managing Priorities	SkillSoft Challenge Series	✓	0.25	
				Prioritizing Personal and Professional Responsibilities	SkillSoft Business Impact Series	✓	0.1	
				Coping with Information Overload	SkillSoft Business Impact Series	✓	0.1	
				Planning for Interruptions Helps with Procrastination	SkillSoft Business Impact Series	✓	0.1	
				Getting Time Under Control	SkillSoft Challenge Series	✓	0.25	
			Doing Business Professionally					
				Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	✓	1	X
				Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	✓	1	X
				Communicating with Professionalism and Etiquette	SkillSoft Course	✓	1	X
				Using Business Etiquette to Build Professional Relationships	SkillSoft Course	✓	1	X
			Setting and Managing Organizational Priorities					
				Setting and Managing Priorities within the Organization: Mission and Goals	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Deciphering Priorities	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Motivation	SkillSoft Course	✓	1	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Setting and Managing Priorities within the Organization: Communication	SkillSoft Course	✓	1	
				Personal Productivity Improvement				
				Personal Productivity Improvement: Managing Your Workspace	SkillSoft Course	✓	1	
				Personal Productivity: Self-organization and Overcoming Procrastination	SkillSoft Course	✓	1	
				Personal Productivity Improvement: Managing Tasks and Maximizing Productivity	SkillSoft Course	✓	1	
				Time Management				
				Time Management: Too Much to Do and Too Little Time	SkillSoft Course	✓	0.5	X
				Time Management: Quit Making Excuses and Make Time Instead	SkillSoft Course	✓	0.5	X
				Time Management: Ready, Set... FOCUS!	SkillSoft Course	✓	0.5	X
				The Dangers of Multitasking	SkillSoft Business Impact Series		0.2	
Remote Administration								
				Designs processes which allow managing from a distance				
				Impacts people and results from a distance				
				Manages through hands-off methods				
				Orchestrates objectives through direct reports remotely				
				Leading Teams				
				Leading Teams: Managing Virtual Teams	SkillSoft Course	✓	1	X
				Managing Communications in a Virtual Team	SkillSoft Business Impact Series	✓	0.1	
				Telecommuting and the Remote Employee				
				Telecommuting Basics: Maximizing Productivity as a Remote Employee	SkillSoft Course	✓	1	X
				Telecommuting Basics: Communication Strategies for the Remote Employee	SkillSoft Course	✓	1	X
Organizational Commitment								
Building Organizational Commitment								
				Aligns oneself and encourages others to align with company decisions and objectives				
				Defends the organization and its leaders against actions that undermine the company vision and mission				
				Develops and implements programs to create unity and build commitment				
				Ensures that company policy, practices, and procedures are followed				
				Expresses support for the organization's welfare				
				Identifies and corrects problems affecting employee loyalty and commitment				
				Sets personal goals and objectives to help the organization achieve its objectives				
				Takes responsibility for building loyalty and commitment throughout the organization				
				Performance Appraisal Essentials				
				Performance Appraisal Essentials: Planning for Appraisals	SkillSoft Course	✓	1	X
				Performance Appraisal Essentials: Conducting Traditional Appraisals	SkillSoft Course	✓	1	X
				Performance Appraisal Essentials: 360-degree Appraisals	SkillSoft Course	✓	1	X
				Business Ethics				
				Introduction to Workplace Ethics	SkillSoft Course	✓	1	
				Developing a Code of Ethical Conduct	SkillSoft Course	✓	1	X
				Ethical Decision-making in the Workplace	SkillSoft Course	✓	1	X



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Ethics, Integrity, and Trust	SkillSoft Challenge Series	✓	0.25	
				The Ethics Enigma	SkillSoft Challenge Series	✓	0.25	
			Developing Strategic Thinking Acumen					
				Developing the Capacity to Think Strategically	SkillSoft Course	✓	1	
				Developing the Strategic Thinking Skill of Seeing the Big Picture	SkillSoft Course	✓	1	
				Using Strategic Thinking Skills	SkillSoft Course	✓	1	
				Leading Outside the Organization	SkillSoft Business Impact Series	✓	0.1	
				Effective Critical Analysis of Business Reports	SkillSoft Business Impact Series	✓	0.1	
				Returning to Core Competencies	SkillSoft Business Impact Series	✓	0.1	
				Competitive Awareness and Strategy	SkillSoft Challenge Series	✓	0.25	
				Final Exam: Developing Strategic Thinking Acumen	SkillSoft Final Exams	✓	0.6	
			Business Execution					
				Business Execution: Understanding the Fundamentals	SkillSoft Course	✓	1	
				Business Execution: Crafting a Business Strategy that Executes	SkillSoft Course	✓	1	
				Business Execution: Linking Strategy to People and Operations	SkillSoft Course	✓	1	
				Business Execution: Monitoring and Evaluating Initiatives	SkillSoft Course	✓	1	
				Fostering a Business Execution Culture	SkillSoft Business Impact Series	✓	0.1	
				Performance Dashboard or Scorecard?	SkillSoft Business Impact Series	✓	0.1	
			Leadership Essentials					
				Leadership Essentials: Motivating Employees	SkillSoft Course	✓	1	X
				Leadership Essentials: Communicating Vision	SkillSoft Course	✓	1	X
				Communicating a Shared Vision	SkillSoft Business Impact Series	✓	0.1	
				Leading Teams through Change	SkillSoft Business Impact Series	✓	0.1	
				Knowing When to Take Leadership Risks	SkillSoft Business Impact Series	✓	0.1	
				Wanted-Innovation Leaders	SkillSoft Business Impact Series	✓	0.1	
				Developing a Business Execution Culture	SkillSoft Challenge Series	✓	0.25	
				Leading Change	SkillSoft Challenge Series	✓	0.25	
				Leader as Motivator	SkillSoft Challenge Series	✓	0.25	
				Leading Innovation	SkillSoft Challenge Series	✓	0.25	
				The Emotionally Intelligent Leader	SkillSoft Challenge Series	✓	0.25	
				Motivating Human Behavior	SkillSoft Challenge Series		0.5	
			Employee Engagement					
				The Benefits and Challenges of Engaging Employees	SkillSoft Course	✓	1	X
				Maintaining an Engaging Organization	SkillSoft Course	✓	1	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
			Doing Business Professionally					
				Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	✓	1	X
				Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	✓	1	X
				Communicating with Professionalism and Etiquette	SkillSoft Course	✓	1	X
				Using Business Etiquette to Build Professional Relationships	SkillSoft Course	✓	1	X
			Organizational Behavior					
				Fundamentals of Organizational Behavior for the Individual	SkillSoft Course	✓	1	
				Fundamentals of Organizations – Groups	SkillSoft Course	✓	1	X
				Understanding Organizational Power and Politics	SkillSoft Course	✓	1	
				Organizational Structure and Employee Behavior	SkillSoft Course	✓	1	
				Organizational Behavior: Dynamics of a Positive Organizational Culture	SkillSoft Course	✓	1	
				Final Exam: Organizational Behavior	SkillSoft Final Exams	✓	1	
Entrepreneurial Orientation								
		Accurately analyzes and evaluates the pros, cons, and business risks associated with new business initiatives Communicates business opportunities to those who can effectively develop them Develops processes that facilitate an entrepreneurial focus in the organization Knowledgeable about how organizations work Promptly acts on business opportunities to maximize profitability Proposes innovative business initiatives to senior management, potential customers, suppliers, and business partners Regularly looks for new opportunities Takes significant calculated risks to achieve business goals Understands key policies, practices, and procedures						
			Generating Creative & Innovative Ideas					
				Generating Creative and Innovative Ideas: Enhancing Your Creativity	SkillSoft Course	✓	1	
				Generating Creative and Innovative Ideas: Maximizing Team Creativity	SkillSoft Course	✓	1	X
				Generating Creative and Innovative Ideas: Verifying and Building on Ideas	SkillSoft Course	✓	1	X
				Executing Innovation	SkillSoft Business Impact Series	✓	0.1	
			Managing Customer-Driven Process Improvement					
				Customer-driven Process Improvement: Basic Framework	SkillSoft Course	✓	1	
				Customer-driven Process Improvement: Identifying Customer Needs	SkillSoft Course	✓	1	
				Customer-driven Process Improvement: From Customer Needs to Process Requirements	SkillSoft Course	✓	1	
				Customer-Driven Process Improvement: Mapping and Measuring Processes	SkillSoft Course	✓	1	
				Customer-driven Process Improvement: Analyzing Process Problems	SkillSoft Course	✓	1	X
				Customer-Driven Process Improvement: Identifying Improvement Ideas and Solutions	SkillSoft Course	✓	1	X
				Customer-driven Process Improvement: Implementing and Maintaining Improvements	SkillSoft Course	✓	1	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Developing Strategic Thinking Acumen				
				Developing the Capacity to Think Strategically	SkillSoft Course	✓	1	
				Developing the Strategic Thinking Skill of Seeing the Big Picture	SkillSoft Course	✓	1	
				Using Strategic Thinking Skills	SkillSoft Course	✓	1	
				Leading Outside the Organization	SkillSoft Business Impact Series	✓	0.1	
				Effective Critical Analysis of Business Reports	SkillSoft Business Impact Series	✓	0.1	
				Returning to Core Competencies	SkillSoft Business Impact Series	✓	0.1	
				Competitive Awareness and Strategy	SkillSoft Challenge Series	✓	0.25	
				Final Exam: Developing Strategic Thinking Acumen	SkillSoft Final Exams	✓	0.6	
				Risk Management				
				Risk Management: Identifying Risk	SkillSoft Course	✓	1	
				Risk Management: Assessing Risk	SkillSoft Course	✓	1	
				Risk Management: Dealing with Risk	SkillSoft Course	✓	1	
				Final Exam: Risk Management	SkillSoft Final Exams	✓	0.6	
				Leadership Essentials				
				Leadership Essentials: Motivating Employees	SkillSoft Course	✓	1	X
				Leadership Essentials: Communicating Vision	SkillSoft Course	✓	1	X
				Leadership Essentials: Leading Business Execution	SkillSoft Course	✓	1	X
				Leadership Essentials: Leading Innovation	SkillSoft Course	✓	1	X
				Leadership Essentials: Leading Change	SkillSoft Course	✓	1	X
				Leadership Essentials: Creating Your Own Leadership Development Plan	SkillSoft Course	✓	1	
				Communicating a Shared Vision	SkillSoft Business Impact Series	✓	0.1	
				Leading Teams through Change	SkillSoft Business Impact Series	✓	0.1	
				Knowing When to Take Leadership Risks	SkillSoft Business Impact Series	✓	0.1	
				Wanted-Innovation Leaders	SkillSoft Business Impact Series	✓	0.1	
				Developing a Business Execution Culture	SkillSoft Challenge Series	✓	0.25	
				Leading Change	SkillSoft Challenge Series	✓	0.25	
				Leader as Motivator	SkillSoft Challenge Series	✓	0.25	
				Leading Innovation	SkillSoft Challenge Series	✓	0.25	
				The Emotionally Intelligent Leader	SkillSoft Challenge Series	✓	0.25	
				Motivating Human Behavior	SkillSoft Challenge Series		0.5	
				Crafting an Organizational Vision	SkillSoft Challenge Series	✓	0.25	
				Creating a positive work environment				
				Creating and Maintaining a Positive Work Environment	SkillSoft Course	✓	1	X



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Setting and Managing Organizational Priorities				
				Setting and Managing Priorities within the Organization: Mission and Goals	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Deciphering Priorities	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Motivation	SkillSoft Course	✓	1	
				Setting and Managing Priorities within the Organization: Communication	SkillSoft Course	✓	1	
				The Voice of Leadership				
				The Voice of Leadership: Inspirational Leadership	SkillSoft Course	✓	1	X
				The Voice of Leadership: Self-assessment and Motivation	SkillSoft Course	✓	1	
				The Voice of Leadership: Effective Leadership Communication Strategies	SkillSoft Course	✓	1	X
				The Voice of Leadership: The Power of Leadership Messaging	SkillSoft Course	✓	1	X
				Business Planning Essentials				
				Business Planning Essentials: Preparing a Business Plan	SkillSoft Course	✓	1	
				Business Planning Essentials: Performing Key Analyses	SkillSoft Course	✓	1	
				Business Planning Essentials: Preparing for Implementation	SkillSoft Course	✓	1	
				Final Exam: Business Planning Essentials	SkillSoft Final Exams	✓	0.6	
				Issue-focused Negotiation				
				Issue-focused Negotiation: Are You Ready?	SkillSoft Course	✓	0.5	X
				You and Your Negotiating Counterpart	SkillSoft Course	✓	0.5	X
				Reaching a Negotiated Agreement	SkillSoft Course	✓	0.5	X
				Effective Body Language in Negotiations	SkillSoft Business Impact Series	✓	0.1	
				Vendor Negotiations: Choosing the Best Approach	SkillSoft Challenge Series	✓	0.25	
Hiring and Staffing								
				Decides on the best approach for recruiting and attracting prospective candidates				
				Establishes job requirements or competencies for individual jobs or job families based on legally defensible procedures				
				Establishes selection systems that consistently result in superior performers being hired				
				Evaluates candidates based on the criteria that determine job performance				
				Hires variety and diversity without regard to class				
				Links business strategy and projected financial performance to hiring forecasts and selection systems				
				Makes hiring decisions based on qualifications, fit, and competency as opposed to who is "liked"				
				Structures the interview process to assess candidates well				
				Uses a variety of assessment tools and tests to assess candidate's capability and competence				
				Essentials of Interviewing and Hiring				
				Essentials of Interviewing and Hiring: Screening Applicants for Interviewing	SkillSoft Course	✓	1	
				Essentials of Interviewing and Hiring: Preparing to Interview	SkillSoft Course	✓	1	X
				Essentials of Interviewing and Hiring: Conducting an Effective Interview	SkillSoft Course	✓	1	X
				Essentials of Interviewing and Hiring: Behavioral Interview Techniques	SkillSoft Course	✓	1	X



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Essentials of Interviewing and Hiring: Selecting the Right Candidate	SkillSoft Course	✓	1	X
				Conducting Interviews: Asking the Right Questions	SkillSoft Business Impact Series	✓	0.1	
				Hiring a New Employee	SkillSoft Challenge Series	✓	0.25	
				Guarding against Interviewing Biases	SkillSoft Business Impact Series	✓	0.1	
				Hiring Strategic Thinkers	SkillSoft Challenge Series	✓	0.25	
				Recruiting and Retention Strategies				
				Recruiting Talent	SkillSoft Course	✓	2	
				Retaining Your Talent Pool	SkillSoft Course	✓	2	
				Aligning Recruitment to Job Requirements	SkillSoft Business Impact Series	✓	0.1	
				Surviving the Talent Crunch	SkillSoft Challenge Series	✓	0.2	
				Preventing High Turnover Rates: How to Keep the Best	SkillSoft Business Impact Series	✓	0.1	
				Disciplines of Organizational Learning: Personal Mastery	SkillSoft Business Impact Series	✓	0.1	
				Final Exam: Recruiting and Retention Strategies	SkillSoft Final Exams	✓	0.8	

Personal Interaction

Approachability

Is warm, pleasant, and gracious
Listens well
Puts others at ease
Understanding of interpersonal anxieties of others

				Listening Essentials				
				Listening Essentials: The Basics of Listening	SkillSoft Course	✓	1	X
				Listening Essentials: Improving Your Listening Skills	SkillSoft Course	✓	1	X
				Emotional Intelligence Essentials				
				What is Emotional Intelligence?	SkillSoft Course	✓	1	X
				Improving Your Emotional Intelligence Skills: Self-awareness and Self-management	SkillSoft Course	✓	1	X
				Using Emotional Intelligence on the Job	SkillSoft Course	✓	1	X
				How High Is Your EQ?	SkillSoft Business Impact Series		0.1	
				Communicate with Diplomacy and Tact				
				The Impact of Situation and Style When Communicating with Diplomacy and Tact	SkillSoft Course	✓	1	X
				Strategies for Communicating with Tact and Diplomacy	SkillSoft Course	✓	1	X
				Delivering a Difficult Message with Diplomacy and Tact	SkillSoft Course	✓	1	X
				Professional Networking Essentials				
				Professional Networking Essentials: Finding Opportunities To Make Connections	SkillSoft Course	✓	1	X
				Professional Networking Essentials: Developing Confidence	SkillSoft Course	✓	1	X
				Communicating with Impact				
				Interpersonal Communication that Builds Trust	SkillSoft Course		0.5	X
				Communication Methods that Make Sense – and Make Your Point	SkillSoft Course		0.5	X
				Being a Receptive Communication Partner	SkillSoft Course		0.5	X
				Communication Challenges: Navigating Choppy Waters	SkillSoft Course		0.5	X



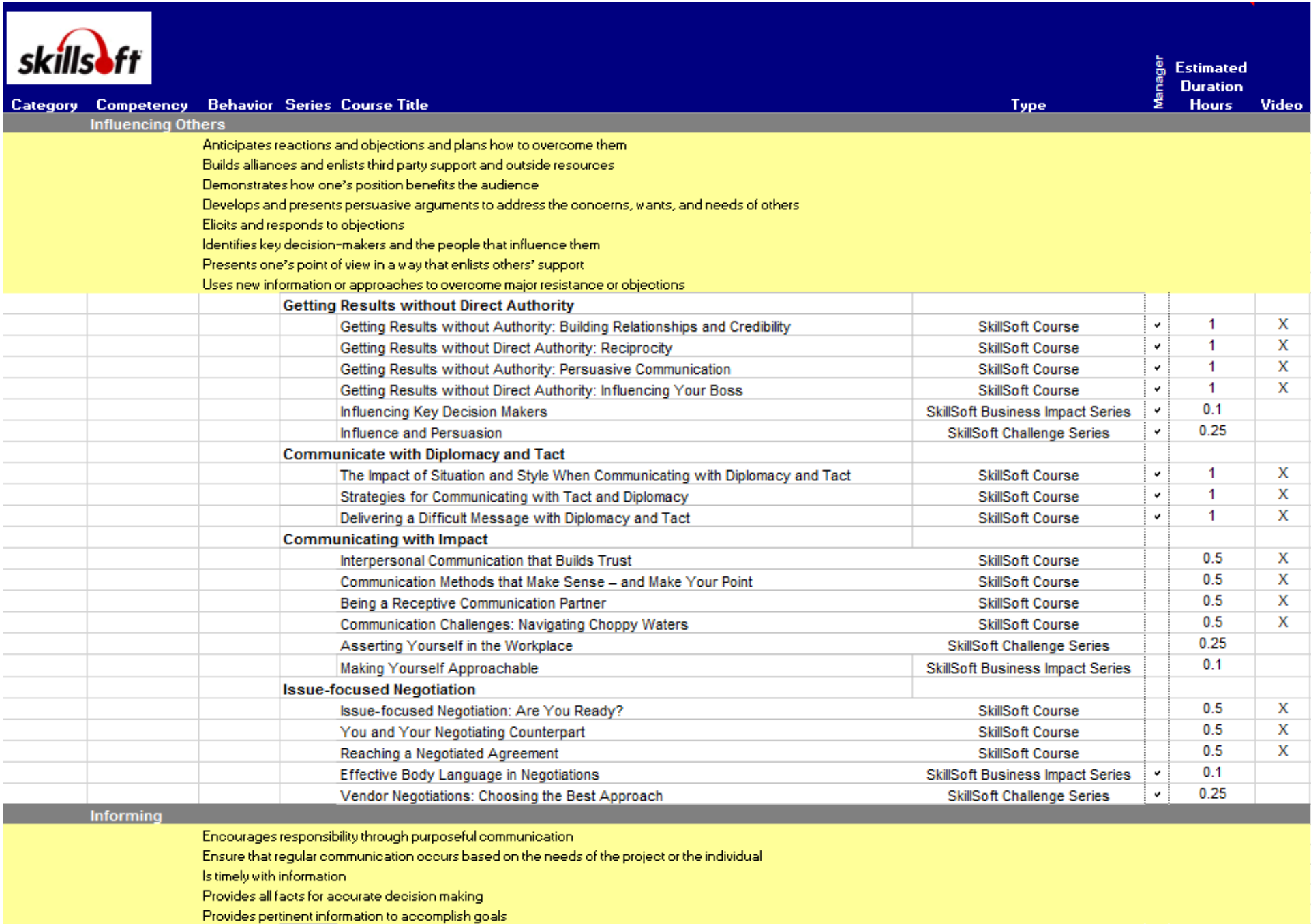
Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Asserting Yourself in the Workplace	SkillSoft Challenge Series		0.25	
				Making Yourself Approachable	SkillSoft Business Impact Series		0.1	
Boss Relationships								
		Is relaxed around senior management Learns from respectable bosses Operates successfully with bosses through appropriate communication and responding to their needs Presents effortlessly to senior managers Receives challenges well Relates and responds well to bosses Understands senior managers' motivation Welcomes coaching						
			Communicating Effectively with the "C" Level					
				Preparing to Communicate Effectively at the "C" Level	SkillSoft Course	✓	1	X
				Techniques for Communicating Effectively with Senior Executives	SkillSoft Course	✓	1	X
			Managing Your Career					
				Managing Your Career: You and Your Boss	SkillSoft Course	✓	1	X
			Communicate with Diplomacy and Tact					
				The Impact of Situation and Style When Communicating with Diplomacy and Tact	SkillSoft Course	✓	1	X
				Strategies for Communicating with Tact and Diplomacy	SkillSoft Course	✓	1	X
				Delivering a Difficult Message with Diplomacy and Tact	SkillSoft Course	✓	1	X
Conflict Management								
		Assesses situations quickly Creates opportunity out of conflict Diffuses high-tension situations easily Finds common ground and minimizes disruption Listens well Resolves disputes equitably						
			Workplace Conflict					
				Workplace Conflict: Recognizing and Responding to Conflict	SkillSoft Course	✓	1	X
				Workplace Conflict: Strategies for Resolving Conflicts	SkillSoft Course	✓	1	X
				Confrontation: What's the Best Approach	SkillSoft Business Impact Series	✓	0.1	
				Coping with Accusations in the Workplace	SkillSoft Challenge Series		0.3	
				Managing Conflict	SkillSoft Challenge Series	✓	0.25	
			Leading Teams					
				Leading Teams: Dealing with Conflict	SkillSoft Course	✓	1	X
			Making Cross-Functional Teams Work					
				Cross-functional Team Fundamentals	SkillSoft Course	✓	1	
				Key Strategies for Managing Cross-functional Teams	SkillSoft Course	✓	1	X
				Managing Internal Dynamics in a Cross-functional Team	SkillSoft Course	✓	1	X
				Using Conflicts to an Organization's Advantage	SkillSoft Business Impact Series	✓	0.1	
				Mediating Project Team Conflict	SkillSoft Business Impact Series	✓	0.1	
				Facilitating Work-related Conflict Discussions	SkillSoft Business Impact Series		0.1	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Listening Essentials				
				Listening Essentials: The Basics of Listening	SkillSoft Course	✓	1	X
				Listening Essentials: Improving Your Listening Skills	SkillSoft Course	✓	1	X
				Effective Listening	SkillSoft Challenge Series	✓	0.25	
				Difficult Conversations				
				Preparing for a Difficult Conversation	SkillSoft Course	✓	1	
				Having a Difficult Conversation	SkillSoft Course	✓	1	
				Handling Difficult Conversations Effectively	SkillSoft Course	✓	1	
General Communication								
				Clarify the meaning and intent of others' communication when it is unclear				
				Creatively identify and utilize effective communication channels and methods				
				Tailor communication to the level and experience of the audience				
				Use analogies, visuals, and other techniques to effectively communicate complex ideas				
				E-mail Essentials for Business				
				Using E-mail and Instant Messaging Effectively	SkillSoft Course	✓	1	
				Addressing and Redistributing E-mail	SkillSoft Course	✓	1	
				Managing Your E-mail	SkillSoft Course	✓	1	
				Business Writing Basics				
				Business Writing: Know Your Readers and Your Purpose	SkillSoft Course	✓	1	
				Business Writing: How to Write Clearly and Concisely	SkillSoft Course	✓	1	
				Business Writing: Editing and Proofreading	SkillSoft Course	✓	1	
				Writing for Business	SkillSoft Business Impact Series		0.1	
				Written Communication	SkillSoft Challenge Series	✓	0.25	
				Business Grammar Basics				
				Business Grammar: Parts of Speech	SkillSoft Course	✓	1	
				Business Grammar: Working with Words	SkillSoft Course	✓	1	
				Business Grammar: The Mechanics of Writing	SkillSoft Course	✓	1	
				Business Grammar: Punctuation	SkillSoft Course	✓	1	
				Business Grammar: Sentence Construction	SkillSoft Course	✓	1	
				Business Grammar: Common Usage Errors	SkillSoft Course	✓	1	
				Fundamentals of Cross Cultural Communication				
				Culture and Its Effect on Communication	SkillSoft Course	✓	1	X
				Communicating Across Cultures	SkillSoft Course	✓	1	X
				Improving Communication in Cross-cultural Relationships	SkillSoft Course	✓	1	X
				Communicating with a Cross-cultural Audience	SkillSoft Business Impact Series	✓	0.1	
				Dispute Resolution in International Contracts	SkillSoft Challenge Series	✓	0.2	
				Basic Presentation Skills				
				Basic Presentation Skills: Planning a Presentation	SkillSoft Course	✓	1	X
				Basic Presentation Skills: Creating a Presentation	SkillSoft Course	✓	1	X
				Basic Presentation Skills: Delivering a Presentation	SkillSoft Course	✓	1	X



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Communicate with Diplomacy and Tact				
				The Impact of Situation and Style When Communicating with Diplomacy and Tact	SkillSoft Course	✓	1	X
				Strategies for Communicating with Tact and Diplomacy	SkillSoft Course	✓	1	X
				Delivering a Difficult Message with Diplomacy and Tact	SkillSoft Course	✓	1	X
				Doing Business Professionally				
				Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	✓	1	X
				Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	✓	1	X
				Communicating with Professionalism and Etiquette	SkillSoft Course	✓	1	X
				Using Business Etiquette to Build Professional Relationships	SkillSoft Course	✓	1	X
				Communicating Effectively with the "C" Level				
				Preparing to Communicate Effectively at the "C" Level	SkillSoft Course	✓	1	X
				Techniques for Communicating Effectively with Senior Executives	SkillSoft Course	✓	1	X
				Difficult Conversations				
				Preparing for a Difficult Conversation	SkillSoft Course	✓	1	
				Having a Difficult Conversation	SkillSoft Course	✓	1	
				Handling Difficult Conversations Effectively	SkillSoft Course	✓	1	
				Communicating with Impact				
				Interpersonal Communication that Builds Trust	SkillSoft Course		0.5	X
				Communication Methods that Make Sense – and Make Your Point	SkillSoft Course		0.5	X
				Being a Receptive Communication Partner	SkillSoft Course		0.5	X
				Communication Challenges: Navigating Choppy Waters	SkillSoft Course		0.5	X
				Asserting Yourself in the Workplace	SkillSoft Challenge Series		0.25	
				Making Yourself Approachable	SkillSoft Business Impact Series		0.1	
Humor								
		Exhibits a positive and constructive sense of humor						
		Laugh at him/herself and with others						
		Uses humor to ease tension appropriately						
				Doing Business Professionally				
				Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	✓	1	X
				Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	✓	1	X
				Communicating with Professionalism and Etiquette	SkillSoft Course	✓	1	X
				Using Business Etiquette to Build Professional Relationships	SkillSoft Course	✓	1	X
				Communicating with Impact				
				Interpersonal Communication that Builds Trust	SkillSoft Course		0.5	X
				Communication Methods that Make Sense – and Make Your Point	SkillSoft Course		0.5	X
				Being a Receptive Communication Partner	SkillSoft Course		0.5	X
				Communication Challenges: Navigating Choppy Waters	SkillSoft Course		0.5	X
				Asserting Yourself in the Workplace	SkillSoft Challenge Series		0.25	
				Making Yourself Approachable	SkillSoft Business Impact Series		0.1	





Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
			Communicate with Diplomacy and Tact					
				The Impact of Situation and Style When Communicating with Diplomacy and Tact	SkillSoft Course	✓	1	X
				Strategies for Communicating with Tact and Diplomacy	SkillSoft Course	✓	1	X
				Delivering a Difficult Message with Diplomacy and Tact	SkillSoft Course	✓	1	X
			Communicating Effectively with the "C" Level					
				Preparing to Communicate Effectively at the "C" Level	SkillSoft Course	✓	1	X
				Techniques for Communicating Effectively with Senior Executives	SkillSoft Course	✓	1	X
			Communicating with Impact					
				Interpersonal Communication that Builds Trust	SkillSoft Course		0.5	X
				Communication Methods that Make Sense – and Make Your Point	SkillSoft Course		0.5	X
				Being a Receptive Communication Partner	SkillSoft Course		0.5	X
				Communication Challenges: Navigating Choppy Waters	SkillSoft Course		0.5	X
				Asserting Yourself in the Workplace	SkillSoft Challenge Series		0.25	
				Making Yourself Approachable	SkillSoft Business Impact Series		0.1	
Interpersonal Awareness								
		Approaches colleagues about sensitive issues in non-threatening ways Asks questions to clarify others' concerns and feelings Empathizes with the emotions of others Is available and helpful with colleagues' work and non-work problems Listens attentively to peoples' ideas and concerns Plans and prepares by anticipating others' reactions Responds to others' unspoken concerns and feelings Responds to others' verbalized concerns and feelings Uses non-verbal cues and body language to identify and interpret others' concerns and feelings						
			Peer Relationships					
				The Value of Peer Relationships	SkillSoft Course	✓	1	X
				Developing Strategic Peer Relationships in Your Organization	SkillSoft Course	✓	1	X
				Forming Peer Relationships and Alliances at Work	SkillSoft Course	✓	1	X
				Building Better Relationships through Understanding	SkillSoft Challenge Series	✓	0.25	
				Building Peer Relationships	SkillSoft Challenge Series		0.25	
			Emotional Intelligence Essentials					
				What is Emotional Intelligence?	SkillSoft Course	✓	1	X
				Improving Your Emotional Intelligence Skills: Self-awareness and Self-management	SkillSoft Course	✓	1	X
				Using Emotional Intelligence on the Job	SkillSoft Course	✓	1	X
				How High Is Your EQ?	SkillSoft Business Impact Series		0.1	
			Communicate with Diplomacy and Tact					
				The Impact of Situation and Style When Communicating with Diplomacy and Tact	SkillSoft Course	✓	1	X
				Strategies for Communicating with Tact and Diplomacy	SkillSoft Course	✓	1	X
				Delivering a Difficult Message with Diplomacy and Tact	SkillSoft Course	✓	1	X



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Communicating with Impact				
				Interpersonal Communication that Builds Trust	SkillSoft Course		0.5	X
				Communication Methods that Make Sense – and Make Your Point	SkillSoft Course		0.5	X
				Being a Receptive Communication Partner	SkillSoft Course		0.5	X
				Communication Challenges: Navigating Choppy Waters	SkillSoft Course		0.5	X
				Asserting Yourself in the Workplace	SkillSoft Challenge Series		0.25	
				Making Yourself Approachable	SkillSoft Business Impact Series		0.1	
Listening Skills								
		Can accurately restate the opinions of others even when he/she disagrees Listens to ideas patiently Practices attentive and active listening Utilizes strong listening skills to formulate direct, responsive answers to questions						
				Listening Essentials				
				Listening Essentials: The Basics of Listening	SkillSoft Course	✓	1	X
				Listening Essentials: Improving Your Listening Skills	SkillSoft Course	✓	1	X
				Effective Listening	SkillSoft Challenge Series	✓	0.25	
				Communicating with Impact				
				Being a Receptive Communication Partner	SkillSoft Course		0.5	X
Negotiating								
		Balances diplomacy with assertiveness Negotiates effectively in tough situations Quickly gains trust of other party Settles differences with minimum disruption Wins concessions without damaging relationships						
				Issue-focused Negotiation				
				Issue-focused Negotiation: Are You Ready?	SkillSoft Course		0.5	X
				You and Your Negotiating Counterpart	SkillSoft Course		0.5	X
				Reaching a Negotiated Agreement	SkillSoft Course		0.5	X
				Effective Body Language in Negotiations	SkillSoft Business Impact Series	✓	0.1	
				Vendor Negotiations: Choosing the Best Approach	SkillSoft Challenge Series	✓	0.25	
Nonverbal Communication								
		Nonverbal Communication						
				Peer Relationships				
				The Value of Peer Relationships	SkillSoft Course	✓	1	X
				Developing Strategic Peer Relationships in Your Organization	SkillSoft Course	✓	1	X
				Forming Peer Relationships and Alliances at Work	SkillSoft Course	✓	1	X
				Building Better Relationships through Understanding	SkillSoft Challenge Series	✓	0.25	
				Building Peer Relationships	SkillSoft Challenge Series		0.25	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
			Listening Essentials					
				Listening Essentials: The Basics of Listening	SkillSoft Course	✓	1	X
				Listening Essentials: Improving Your Listening Skills	SkillSoft Course	✓	1	X
				Effective Listening	SkillSoft Challenge Series	✓	0.25	
Presentation Skills								
		Adapts approach when necessary						
		Commands attention						
		Presents effectively in varied settings						
			Business Writing Basics					
				Business Writing: Know Your Readers and Your Purpose	SkillSoft Course	✓	1	
				Business Writing: How to Write Clearly and Concisely	SkillSoft Course	✓	1	
				Business Writing: Editing and Proofreading	SkillSoft Course	✓	1	
				Writing for Business	SkillSoft Business Impact Series		0.1	
				Written Communication	SkillSoft Challenge Series	✓	0.25	
			How to Write an Effective Internal Business Case					
				Preparing a Business Case	SkillSoft Course	✓	2.5	
				Writing a Business Case	SkillSoft Course	✓	2.5	
				Presenting Your Case	SkillSoft Course	✓	2.5	
			Basic Presentation Skills					
				Basic Presentation Skills: Planning a Presentation	SkillSoft Course	✓	1	X
				Basic Presentation Skills: Creating a Presentation	SkillSoft Course	✓	1	X
				Basic Presentation Skills: Delivering a Presentation	SkillSoft Course	✓	1	X
Relationship Building								
		Addresses disagreements, conflicts, or upsets in ways that build relationships						
		Builds relationships by sharing personal experiences and perspectives						
		Compliments and affirms others						
		Creates opportunities and events that help people build relationships with each other						
		Develops rapport with a variety of people						
		Initiates and participates in casual conversation						
		Seeks opportunities for contact that builds relationships						
		Uses diplomacy and tact						
			Peer Relationships					
				The Value of Peer Relationships	SkillSoft Course	✓	1	X
				Developing Strategic Peer Relationships in Your Organization	SkillSoft Course	✓	1	X
				Forming Peer Relationships and Alliances at Work	SkillSoft Course	✓	1	X
				Building Better Relationships through Understanding	SkillSoft Challenge Series	✓	0.25	
				Building Peer Relationships	SkillSoft Challenge Series		0.25	
			Emotional Intelligence Essentials					
				What is Emotional Intelligence?	SkillSoft Course	✓	1	X
				Improving Your Emotional Intelligence Skills: Self-awareness and Self-management	SkillSoft Course	✓	1	X
				Using Emotional Intelligence on the Job	SkillSoft Course	✓	1	X
				How High Is Your EQ?	SkillSoft Business Impact Series		0.1	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Fundamentals of Working with Difficult People				
				Working with Difficult People: Identifying Difficult People	SkillSoft Course	✓	1	X
				Working with Difficult People: How to Work with Aggressive People	SkillSoft Course	✓	1	X
				Working with Difficult People: How to Work with Negative People	SkillSoft Course	✓	1	X
				Working with Difficult People: How to Work with Procrastinators	SkillSoft Course	✓	1	X
				Working with Difficult People: How to Work with Manipulative People	SkillSoft Course	✓	1	X
				Working with Difficult People: How to Work with Self-serving People	SkillSoft Course	✓	1	X
				Working with Difficult People: Dealing with Micromanagers	SkillSoft Course	✓	1	X
				Blame Backfires—Conquer Negative Thinking	SkillSoft Business Impact Series		0.1	
				Reacting to Co-workers Who Try Taking Advantage	SkillSoft Challenge Series		0.35	
Teamwork								
		Affirms others for being good team members Builds a spirit of unity within the team Builds cooperation between departments and work groups Cooperates with other team members Fulfills commitments to other team members Provides others with feedback to help them be better team members Recognizes the efforts of other team members Shares ideas, responsibility and ownership Understands and utilizes group process techniques to maximize participation and effective group functioning						
				Peer Relationships				
				The Value of Peer Relationships	SkillSoft Course	✓	1	X
				Developing Strategic Peer Relationships in Your Organization	SkillSoft Course	✓	1	X
				Forming Peer Relationships and Alliances at Work	SkillSoft Course	✓	1	X
				Building Better Relationships through Understanding	SkillSoft Challenge Series	✓	0.25	
				Building Peer Relationships	SkillSoft Challenge Series		0.25	
				Making Cross-Functional Teams Work				
				Cross-functional Team Fundamentals	SkillSoft Course	✓	1	
				Key Strategies for Managing Cross-functional Teams	SkillSoft Course	✓	1	X
				Managing Internal Dynamics in a Cross-functional Team	SkillSoft Course	✓	1	X
				Using Conflicts to an Organization's Advantage	SkillSoft Business Impact Series	✓	0.1	
				Mediating Project Team Conflict	SkillSoft Business Impact Series	✓	0.1	
				Facilitating Work-related Conflict Discussions	SkillSoft Business Impact Series		0.1	
				Optimizing Your Performance on a Team				
				Being an Effective Team Member	SkillSoft Course	✓	1	X
				Establishing Team Goals and Responsibilities	SkillSoft Course	✓	1	X
				Elements of a Cohesive Team	SkillSoft Course	✓	1	X
				Effective Team Communication	SkillSoft Course	✓	1	X
				Using Feedback to Improve Team Performance	SkillSoft Course	✓	1	X
				Power and Politics in Matrixed Teams	SkillSoft Challenge Series		0.25	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
			Leading Teams					
				Leading Teams: Launching a Successful Team	SkillSoft Course	✓	1	X
				Leading Teams: Establishing Goals, Roles, and Guidelines	SkillSoft Course	✓	1	X
				Leading Teams: Developing the Team and its Culture	SkillSoft Course	✓	1	X
				Leading Teams: Building Trust and Commitment	SkillSoft Course	✓	1	X
				Leading Teams: Fostering Effective Communication and Collaboration	SkillSoft Course	✓	1	X
				Leading Teams: Motivating and Optimizing Performance	SkillSoft Course	✓	1	X
				Leading Teams: Dealing with Conflict	SkillSoft Course	✓	1	X
				Leading Teams: Managing Virtual Teams	SkillSoft Course	✓	1	X
				Building Trust Incrementally	SkillSoft Business Impact Series	✓	0.1	
				Inspiring your Team	SkillSoft Business Impact Series	✓	0.1	
				Support Your Leader	SkillSoft Business Impact Series		0.1	
				Choosing the Right Team Culture	SkillSoft Challenge Series		0.2	
				Managing Communications in a Virtual Team	SkillSoft Business Impact Series	✓	0.1	
Understanding Others								
		Articulates the strengths and weaknesses of others Judges talent accurately Motivates group with knowledge of discerned values Predicts groups reactions to varied situations Understands why people do what they do						
			Peer Relationships					
				The Value of Peer Relationships	SkillSoft Course	✓	1	X
				Developing Strategic Peer Relationships in Your Organization	SkillSoft Course	✓	1	X
				Forming Peer Relationships and Alliances at Work	SkillSoft Course	✓	1	X
				Building Better Relationships through Understanding	SkillSoft Challenge Series	✓	0.25	
				Building Peer Relationships	SkillSoft Challenge Series		0.25	
			Fundamentals of Working with Difficult People					
				Working with Difficult People: Identifying Difficult People	SkillSoft Course	✓	1	X
				Working with Difficult People: How to Work with Aggressive People	SkillSoft Course	✓	1	X
				Working with Difficult People: How to Work with Negative People	SkillSoft Course	✓	1	X
				Working with Difficult People: How to Work with Procrastinators	SkillSoft Course	✓	1	X
				Working with Difficult People: How to Work with Manipulative People	SkillSoft Course	✓	1	X
				Working with Difficult People: How to Work with Self-serving People	SkillSoft Course	✓	1	X
				Working with Difficult People: Dealing with Micromanagers	SkillSoft Course	✓	1	X
				Blame Backfires--Conquer Negative Thinking	SkillSoft Business Impact Series		0.1	
				Reacting to Co-workers Who Try Taking Advantage	SkillSoft Challenge Series		0.35	
			Workplace Conflict					
				Workplace Conflict: Recognizing and Responding to Conflict	SkillSoft Course	✓	1	X
				Workplace Conflict: Strategies for Resolving Conflicts	SkillSoft Course	✓	1	X
				Confrontation: What's the Best Approach	SkillSoft Business Impact Series	✓	0.1	
				Coping with Accusations in the Workplace	SkillSoft Challenge Series		0.3	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Managing Conflict	SkillSoft Challenge Series	✓	0.25	
				Leadership Essentials				
				Leadership Essentials: Motivating Employees	SkillSoft Course	✓	1	X
				Leader as Motivator	SkillSoft Challenge Series	✓	0.25	
				The Voice of Leadership				
				The Voice of Leadership: Inspirational Leadership	SkillSoft Course	✓	1	X
				The Voice of Leadership: Self-assessment and Motivation	SkillSoft Course	✓	1	
				The Voice of Leadership: Effective Leadership Communication Strategies	SkillSoft Course	✓	1	X
				The Voice of Leadership: The Power of Leadership Messaging	SkillSoft Course	✓	1	X
Verbal Communication								
				Organize and express ideas clearly orally				
				Peer Relationships				
				The Value of Peer Relationships	SkillSoft Course	✓	1	X
				Developing Strategic Peer Relationships in Your Organization	SkillSoft Course	✓	1	X
				Forming Peer Relationships and Alliances at Work	SkillSoft Course	✓	1	X
				Building Better Relationships through Understanding	SkillSoft Challenge Series	✓	0.25	
				Building Peer Relationships	SkillSoft Challenge Series		0.25	
				Fundamentals of Cross Cultural Communication				
				Culture and Its Effect on Communication	SkillSoft Course	✓	1	X
				Communicating Across Cultures	SkillSoft Course	✓	1	X
				Improving Communication in Cross-cultural Relationships	SkillSoft Course	✓	1	X
				Communicating with a Cross-cultural Audience	SkillSoft Business Impact Series	✓	0.1	
				Dispute Resolution in International Contracts	SkillSoft Challenge Series	✓	0.2	
				Business Grammar Basics				
				Business Grammar: Parts of Speech	SkillSoft Course	✓	1	
				Business Grammar: Working with Words	SkillSoft Course	✓	1	
				Business Grammar: The Mechanics of Writing	SkillSoft Course	✓	1	
				Business Grammar: Punctuation	SkillSoft Course	✓	1	
				Business Grammar: Sentence Construction	SkillSoft Course	✓	1	
				Business Grammar: Common Usage Errors	SkillSoft Course	✓	1	
				Telephone Essentials for Business				
				Essential Skills for Professional Telephone Calls	SkillSoft Course	✓	1	X
				Communicating Effectively with the "C" Level				
				Preparing to Communicate Effectively at the "C" Level	SkillSoft Course	✓	1	X
				Techniques for Communicating Effectively with Senior Executives	SkillSoft Course	✓	1	X
				Communicate with Diplomacy and Tact				
				The Impact of Situation and Style When Communicating with Diplomacy and Tact	SkillSoft Course	✓	1	X
				Strategies for Communicating with Tact and Diplomacy	SkillSoft Course	✓	1	X
				Delivering a Difficult Message with Diplomacy and Tact	SkillSoft Course	✓	1	X



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Basic Presentation Skills				
				Basic Presentation Skills: Planning a Presentation	SkillSoft Course	✓	1	X
				Basic Presentation Skills: Creating a Presentation	SkillSoft Course	✓	1	X
				Basic Presentation Skills: Delivering a Presentation	SkillSoft Course	✓	1	X
				Public Speaking Strategies				
				Public Speaking Strategies: Preparing Effective Speeches	SkillSoft Course	✓	1	X
				Public Speaking Strategies: Confident Public Speaking	SkillSoft Course	✓	1	X
				Difficult Conversations				
				Preparing for a Difficult Conversation	SkillSoft Course	✓	1	
				Having a Difficult Conversation	SkillSoft Course	✓	1	
				Handling Difficult Conversations Effectively	SkillSoft Course	✓	1	
				Communicating with Impact				
				Interpersonal Communication that Builds Trust	SkillSoft Course		0.5	X
				Communication Methods that Make Sense – and Make Your Point	SkillSoft Course		0.5	X
				Being a Receptive Communication Partner	SkillSoft Course		0.5	X
				Communication Challenges: Navigating Choppy Waters	SkillSoft Course		0.5	X
				Asserting Yourself in the Workplace	SkillSoft Challenge Series		0.25	
				Making Yourself Approachable	SkillSoft Business Impact Series		0.1	
Written Communication								
		Organize and express ideas clearly in writing						
		Uses proper grammar and punctuation in documentation						
		Writes persuasively						
				How to Write an Effective Internal Business Case				
				Preparing a Business Case	SkillSoft Course	✓	2.5	
				Writing a Business Case	SkillSoft Course	✓	2.5	
				Presenting Your Case	SkillSoft Course	✓	2.5	
				E-mail Essentials for Business				
				Using E-mail and Instant Messaging Effectively	SkillSoft Course	✓	1	
				Addressing and Redistributing E-mail	SkillSoft Course	✓	1	
				Managing Your E-mail	SkillSoft Course	✓	1	
				Business Writing Basics				
				Business Writing: Know Your Readers and Your Purpose	SkillSoft Course	✓	1	
				Business Writing: How to Write Clearly and Concisely	SkillSoft Course	✓	1	
				Business Writing: Editing and Proofreading	SkillSoft Course	✓	1	
				Writing for Business	SkillSoft Business Impact Series		0.1	
				Written Communication	SkillSoft Challenge Series	✓	0.25	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
			Business Grammar Basics					
				Business Grammar: Parts of Speech	SkillSoft Course	✓	1	
				Business Grammar: Working with Words	SkillSoft Course	✓	1	
				Business Grammar: The Mechanics of Writing	SkillSoft Course	✓	1	
				Business Grammar: Punctuation	SkillSoft Course	✓	1	
				Business Grammar: Sentence Construction	SkillSoft Course	✓	1	
				Business Grammar: Common Usage Errors	SkillSoft Course	✓	1	
			Writing Skills for Technical Professionals					
				Writing for Technical Professionals: Preparation and Planning	SkillSoft Course	✓	1	
				Writing for Technical Professionals: Effective Writing Techniques	SkillSoft Course	✓	2	

Self-Focus

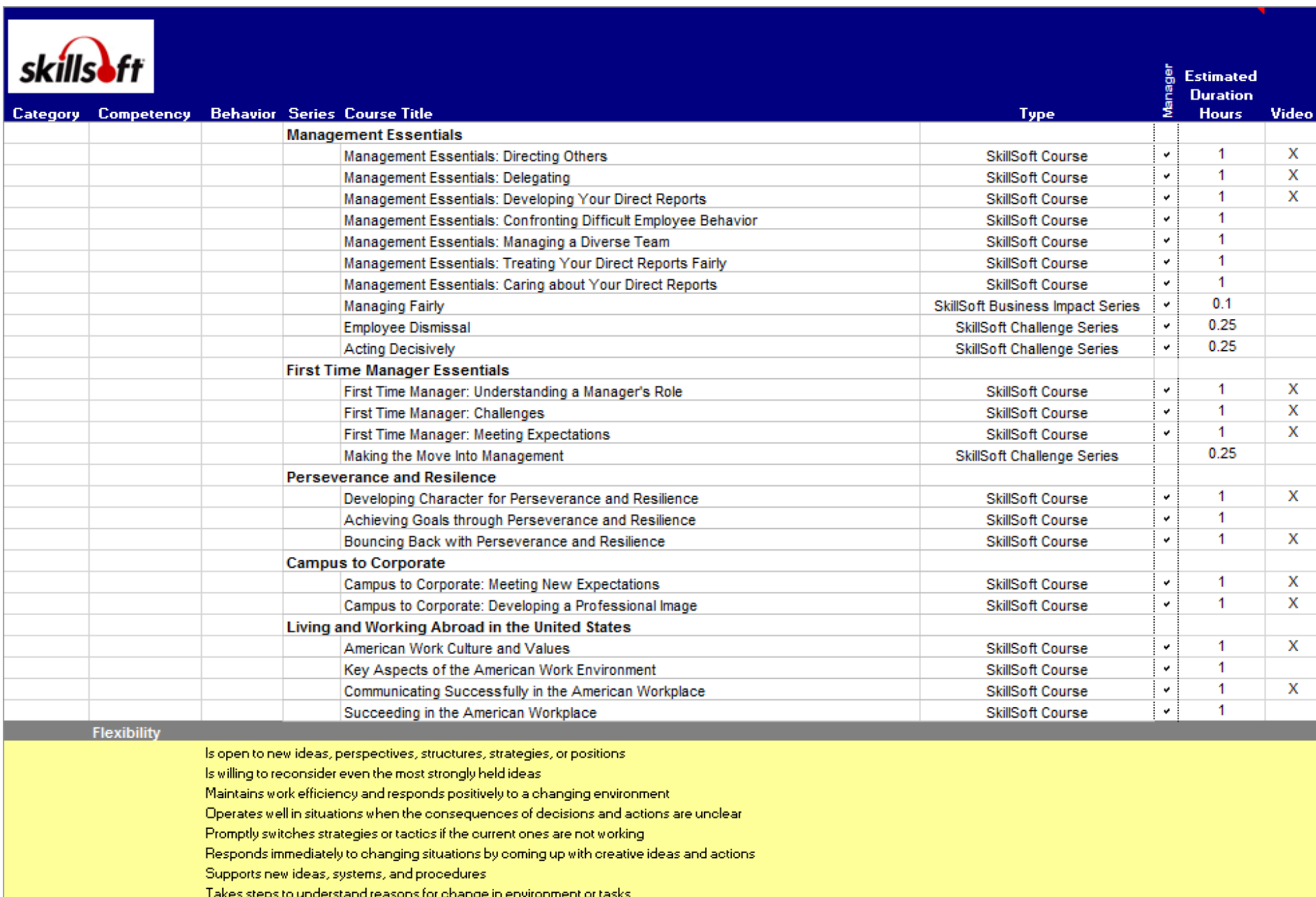
Composure

Calming influence during a crisis
Cope with stress
Handles pressure well
Holds things together during tough times
Maintains balance through unexpected circumstances

			Customer Service Representative, Skills					
				Conflict, Stress, and Time Management	SkillSoft Course		3.5	
			Optimizing Your Work/Life Balance					
				Optimizing Your Work/Life Balance: Analyzing Your Life Balance	SkillSoft Course	✓	1	X
				Optimizing Your Work/Life Balance: Maintaining Your Life Balance	SkillSoft Course	✓	1	X
				Optimizing Your Work/Life Balance: Taking Control of Your Stress	SkillSoft Course	✓	1	
				Employee Exhaustion: Managing a Well-balanced Workload	SkillSoft Business Impact Series	✓	0.1	
				Managing Workplace Stress	SkillSoft Business Impact Series		0.1	
			Fundamentals of Working with Difficult People					
				Working with Difficult People: Identifying Difficult People	SkillSoft Course	✓	1	X
				Working with Difficult People: How to Work with Aggressive People	SkillSoft Course	✓	1	X
				Working with Difficult People: How to Work with Negative People	SkillSoft Course	✓	1	X
				Working with Difficult People: How to Work with Procrastinators	SkillSoft Course	✓	1	X
				Working with Difficult People: How to Work with Manipulative People	SkillSoft Course	✓	1	X
				Working with Difficult People: How to Work with Self-serving People	SkillSoft Course	✓	1	X
				Working with Difficult People: Dealing with Micromanagers	SkillSoft Course	✓	1	X
				Blame Backfires--Conquer Negative Thinking	SkillSoft Business Impact Series		0.1	
				Reacting to Co-workers Who Try Taking Advantage	SkillSoft Challenge Series		0.35	
			Performance under Pressure					
				Developing the Right Attitude for Performing under Pressure	SkillSoft Course	✓	1	X
				Taking Action for Performing under Pressure	SkillSoft Course	✓	1	
				Performing with Others under Pressure	SkillSoft Course	✓	1	X



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
			Perseverance and Resilience					
				Developing Character for Perseverance and Resilience	SkillSoft Course	✓	1	X
				Achieving Goals through Perseverance and Resilience	SkillSoft Course	✓	1	
				Bouncing Back with Perseverance and Resilience	SkillSoft Course	✓	1	X
				Persevering through Setbacks	SkillSoft Challenge Series		0.25	
			Communicating with Impact					
				Making Yourself Approachable	SkillSoft Business Impact Series		0.1	
			Leading Organizational Change					
				The Keys to Sustainable Change	SkillSoft Course	✓	0.5	X
				Planning for Change	SkillSoft Course	✓	0.5	X
				Implementing and Sustaining Change	SkillSoft Course	✓	0.5	X
				Instituting a Quality Improvement Program	SkillSoft Challenge Series	✓	0.2	X
				Managing the Stress of Organizational Change	SkillSoft Business Impact Series		0.1	
				The Importance of Flexibility in the Workplace	SkillSoft Business Impact Series		0.1	
				Developing Organizational Agility	SkillSoft Challenge Series		0.25	
Continuous Development (Career Ambition)								
		Consistently seeks out business opportunities that will create growth and development Identifies personal skill areas to be developed Invests time and resources to learn, grow, and develop Looks for opportunities to learn from mistakes Looks for ways to improve performance and efficiency on the job Markets self for opportunities Provides others with tools and approaches to solve problems and improve processes Regularly analyzes systems, processes, and performance trends to identify opportunities for improvement Seeks feedback from others Uses a variety of resources to generate potential ideas for improvement Works toward identified career goals						
			Managing Your Career					
				Managing Your Career: Creating a Plan	SkillSoft Course	✓	1	X
				Managing Your Career: Getting on the Right Track	SkillSoft Course	✓	1	
				Managing Your Career: Professional Networking Essentials	SkillSoft Course	✓	1	X
				Managing Your Career: You and Your Boss	SkillSoft Course	✓	1	X
				Managing Your Career: Leveraging the Performance Appraisal	SkillSoft Course	✓	1	X
				Conquering Career Stagnation	SkillSoft Business Impact Series	✓	0.1	
				Planning Your Career	SkillSoft Challenge Series	✓	0.25	
				Self Development	SkillSoft Challenge Series	✓	0.25	
			Coaching for Results					
				The Art of Effective Coaching	SkillSoft Business Impact Series	✓	0.1	
				Coaching	SkillSoft Challenge Series	✓	0.25	





Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
			Generating Creative & Innovative Ideas					
				Generating Creative and Innovative Ideas: Enhancing Your Creativity	SkillSoft Course	✓	1	
				Generating Creative and Innovative Ideas: Maximizing Team Creativity	SkillSoft Course	✓	1	X
				Generating Creative and Innovative Ideas: Verifying and Building on Ideas	SkillSoft Course	✓	1	X
				Executing Innovation	SkillSoft Business Impact Series	✓	0.1	
				Creativity: Developing and Communicating Ideas	SkillSoft Challenge Series		0.25	
			Emotional Intelligence Essentials					
				What is Emotional Intelligence?	SkillSoft Course	✓	1	X
				Improving Your Emotional Intelligence Skills: Self-awareness and Self-management	SkillSoft Course	✓	1	X
				Using Emotional Intelligence on the Job	SkillSoft Course	✓	1	X
				How High Is Your EQ?	SkillSoft Business Impact Series		0.1	
			Leadership Essentials					
				Leadership Essentials: Leading Change	SkillSoft Course	✓	1	X
				Leadership Essentials: Creating Your Own Leadership Development Plan	SkillSoft Course	✓	1	
				Leading Teams through Change	SkillSoft Business Impact Series	✓	0.1	
				Leading Change	SkillSoft Challenge Series	✓	0.25	
			Perseverance and Resilience					
				Developing Character for Perseverance and Resilience	SkillSoft Course	✓	1	X
				Achieving Goals through Perseverance and Resilience	SkillSoft Course	✓	1	
				Bouncing Back with Perseverance and Resilience	SkillSoft Course	✓	1	X
				Persevering through Setbacks	SkillSoft Challenge Series		0.25	
			Leading Organizational Change					
				The Keys to Sustainable Change	SkillSoft Course	✓	0.5	X
				Planning for Change	SkillSoft Course	✓	0.5	X
				Implementing and Sustaining Change	SkillSoft Course	✓	0.5	X
				Instituting a Quality Improvement Program	SkillSoft Challenge Series	✓	0.2	X
				Managing the Stress of Organizational Change	SkillSoft Business Impact Series		0.1	
				The Importance of Flexibility in the Workplace	SkillSoft Business Impact Series		0.1	
				Developing Organizational Agility	SkillSoft Challenge Series		0.25	

Initiative

Freshly identifies what needs to be done in the face of obstacles and takes action until they are overcome
 Identifies what needs to be done and takes action
 Initiates individual or group projects and takes complete responsibility for their success
 Persists in the face of difficulties
 Seizes opportunities and takes action to take advantage of them
 Takes action without being asked or required to do so
 Takes responsibility to originate all steps of a project when the outcomes and circumstances are not well-defined
 Volunteers for tasks



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
			Managing Your Career					
				Managing Your Career: Creating a Plan	SkillSoft Course	✓	1	X
				Managing Your Career: Getting on the Right Track	SkillSoft Course	✓	1	
				Managing Your Career: Professional Networking Essentials	SkillSoft Course	✓	1	X
				Managing Your Career: You and Your Boss	SkillSoft Course	✓	1	X
				Managing Your Career: Leveraging the Performance Appraisal	SkillSoft Course	✓	1	X
				Conquering Career Stagnation	SkillSoft Business Impact Series	✓	0.1	
				Planning Your Career	SkillSoft Challenge Series	✓	0.25	
				Self Development	SkillSoft Challenge Series	✓	0.25	
			Getting Results without Direct Authority					
				Getting Results without Authority: Building Relationships and Credibility	SkillSoft Course	✓	1	X
				Getting Results without Direct Authority: Reciprocity	SkillSoft Course	✓	1	X
				Getting Results without Authority: Persuasive Communication	SkillSoft Course	✓	1	X
				Getting Results without Direct Authority: Influencing Your Boss	SkillSoft Course	✓	1	X
				Influencing Key Decision Makers	SkillSoft Business Impact Series	✓	0.1	
				Influence and Persuasion	SkillSoft Challenge Series	✓	0.25	
			Performance under Pressure					
				Developing the Right Attitude for Performing under Pressure	SkillSoft Course	✓	1	X
				Taking Action for Performing under Pressure	SkillSoft Course	✓	1	
				Performing with Others under Pressure	SkillSoft Course	✓	1	X
Personal Disclosure								
		Admits mistakes						
		Discloses thoughts about own strengths, weaknesses and limitations						
		Is open about personal beliefs and feelings						
		Keep manager and others informed of the status of projects and activities						
			Doing Business Professionally					
				Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	✓	1	X
				Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	✓	1	X
				Communicating with Professionalism and Etiquette	SkillSoft Course	✓	1	X
				Using Business Etiquette to Build Professional Relationships	SkillSoft Course	✓	1	X
			Perseverance and Resilience					
				Developing Character for Perseverance and Resilience	SkillSoft Course	✓	1	X
				Achieving Goals through Perseverance and Resilience	SkillSoft Course	✓	1	
				Bouncing Back with Perseverance and Resilience	SkillSoft Course	✓	1	X
				Persevering through Setbacks	SkillSoft Challenge Series		0.25	
			Perseverance and Resilience					
				Interpersonal Communication that Builds Trust	SkillSoft Course		0.5	X
				Communication Methods that Make Sense – and Make Your Point	SkillSoft Course		0.5	X
				Being a Receptive Communication Partner	SkillSoft Course		0.5	X
				Communication Challenges: Navigating Choppy Waters	SkillSoft Course		0.5	X
				Asserting Yourself in the Workplace	SkillSoft Challenge Series		0.25	



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Making Yourself Approachable	SkillSoft Business Impact Series		0.1	
Responsibility								
		Admits mistakes in spite of the potential for negative consequences Admits mistakes when in low risk situations Challenges others who are not acting with integrity or telling the truth Consistently tells the truth Follows through on commitments and agreements Maintains confidentiality regardless of pressure from others Respects confidentiality Takes stands based on principles and values despite personal or professional risk						
			Doing Business Professionally					
				Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	✓	1	X
				Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	✓	1	X
				Communicating with Professionalism and Etiquette	SkillSoft Course	✓	1	X
				Using Business Etiquette to Build Professional Relationships	SkillSoft Course	✓	1	X
			Leadership Essentials					
				Leadership Essentials: Motivating Employees	SkillSoft Course	✓	1	X
				Leadership Essentials: Communicating Vision	SkillSoft Course	✓	1	X
				Communicating a Shared Vision	SkillSoft Business Impact Series	✓	0.1	
				Leading Teams through Change	SkillSoft Business Impact Series	✓	0.1	
			Risk Management					
				Risk Management: Identifying Risk	SkillSoft Course	✓	1	
				Risk Management: Assessing Risk	SkillSoft Course	✓	1	
				Risk Management: Dealing with Risk	SkillSoft Course	✓	1	
				Final Exam: Risk Management	SkillSoft Final Exams	✓	0.6	
			Performance under Pressure					
				Developing the Right Attitude for Performing under Pressure	SkillSoft Course	✓	1	X
				Taking Action for Performing under Pressure	SkillSoft Course	✓	1	
				Performing with Others under Pressure	SkillSoft Course	✓	1	X
Work/Life Balance								
		Balances work and personal life Is multi-faceted						
			Optimizing Your Work/Life Balance					
				Optimizing Your Work/Life Balance: Analyzing Your Life Balance	SkillSoft Course	✓	1	X
				Optimizing Your Work/Life Balance: Maintaining Your Life Balance	SkillSoft Course	✓	1	X
				Optimizing Your Work/Life Balance: Taking Control of Your Stress	SkillSoft Course	✓	1	
				Employee Exhaustion: Managing a Well-balanced Workload	SkillSoft Business Impact Series	✓	0.1	
				Managing Workplace Stress	SkillSoft Business Impact Series		0.1	



Category Competency Behavior Series Course Title

Type

Manager

Estimated
Duration
Hours

Video

Values

Managing Diversity

Deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes

Manages diverse groups of people equitably

Fundamentals of Cross Cultural Communication

Culture and Its Effect on Communication

SkillSoft Course

✓

1

X

Communicating Across Cultures

SkillSoft Course

✓

1

X

Improving Communication in Cross-cultural Relationships

SkillSoft Course

✓

1

X

Communicating with a Cross-cultural Audience

SkillSoft Business Impact Series

✓

0.1

Dispute Resolution in International Contracts

SkillSoft Challenge Series

✓

0.2

Diversity on the Job

Diversity on the Job: The Importance of Diversity and the Changing Workplace

SkillSoft Course

✓

1

X

Diversity on the Job: Diversity and You

SkillSoft Course

✓

1

X

Managing Diversity

SkillSoft Challenge Series

✓

0.25

Understanding Workplace Diversity

SkillSoft Business Impact Series

✓

0.1

Management Essentials

Management Essentials: Managing a Diverse Team

SkillSoft Course

✓

1

Political Savvy

Acknowledges corporate politics and acts accordingly

Maneuvers through complex political situations effectively

Business Ethics

Introduction to Workplace Ethics

SkillSoft Course

✓

1

Developing a Code of Ethical Conduct

SkillSoft Course

✓

1

X

Ethical Decision-making in the Workplace

SkillSoft Course

✓

1

X

Office Politics - What Will You Do?

SkillSoft Challenge Series

0.25

Ethics, Integrity, and Trust

SkillSoft Challenge Series

✓

0.25

The Ethics Enigma

SkillSoft Challenge Series

✓

0.25

Doing Business Professionally

Developing Your Reputation of Professionalism with Business Etiquette

SkillSoft Course

✓

1

X

Professionalism, Business Etiquette, and Personal Accountability

SkillSoft Course

✓

1

X

Communicating with Professionalism and Etiquette

SkillSoft Course

✓

1

X

Using Business Etiquette to Build Professional Relationships

SkillSoft Course

✓

1

X

Peer Relationships

Peer Political Styles

SkillSoft Business Impact Series

0.1



Category	Competency	Behavior	Series	Course Title	Type	Manager	Estimated Duration Hours	Video
				Purpose, Principles, & Values				
				Acts in alignment with personal principles and values even when under pressure to do otherwise				
				Day-to-day actions are aligned with purpose, principles, and values				
				Encourages others to base their decisions and actions on the organization's purpose, principles, and values				
				Finds commonality between personal and organizational purpose and values				
				Helps diverse groups to identify common higher purposes, principles, and values				
				Inspires others to live according to individual purpose, principles, and values				
				Shares the reasons behind actions and decisions with others				
				Uses purpose, principles, and values to explain the personal motivation behind decisions to others				
				Business Ethics				
				Introduction to Workplace Ethics	SkillSoft Course	✓	1	
				Developing a Code of Ethical Conduct	SkillSoft Course	✓	1	X
				Ethical Decision-making in the Workplace	SkillSoft Course	✓	1	X
				Office Politics - What Will You Do?	SkillSoft Challenge Series		0.25	
				Ethics, Integrity, and Trust	SkillSoft Challenge Series	✓	0.25	
				The Ethics Enigma	SkillSoft Challenge Series	✓	0.25	
				Building and Maintaining Trust				
				Building Trust	SkillSoft Course	✓	1	X
				Rebuilding Trust	SkillSoft Course	✓	1	X
				The Fruits of Integrity: Building Trust at Work	SkillSoft Challenge Series	✓	0.25	
				Doing Business Professionally				
				Developing Your Reputation of Professionalism with Business Etiquette	SkillSoft Course	✓	1	X
				Professionalism, Business Etiquette, and Personal Accountability	SkillSoft Course	✓	1	X
				Communicating with Professionalism and Etiquette	SkillSoft Course	✓	1	X
				Using Business Etiquette to Build Professional Relationships	SkillSoft Course	✓	1	X